Special
Report: Survival

March 24, 1958

RAILWAY AGE *weekly*

Both railroads and their employees are caught in a trap—and they can't stay in it much longer

60 cents A Simmons-Boardman TIME-SAVER Publication

It's "in the bag" for easy application

...Texaco Crater

Texaco Crater is now available in 1-lb. polyethylene bags —48 bags to the case—clean, convenient, economical. This is the same reliable product that has long been giving traction motor gears outstanding protection in all types of Diesel gear cases. But now—make-up servicing is so fast and easy—just drop in bag and all.

Time and again, comparative road tests have proven that Texaco Crater gives more miles per pound. Now, with in-the-bag application, over-all lubricating costs can be lowered, too—because in over-the-pit servicing, it's easy to control quantity, eliminate all waste, sharply reduce application time.

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The Texas Company, *Railway Sales Division,* 135 East 42nd Street, New York 17, N.Y.

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TEXACO Railroad Lubricants

AND SYSTEMATIC ENGINEERING SERVICE

IN ALL 48 STATES

Prevent spreading... hold track in gage with Bethlehem gage rods

Wherever you have sharp curves, and the outside joints have a tendency to kick out, cinch them in with Bethlehem Gage Rods. Placed at each side of the joint and at other needed points on the curve, they retard spreading and hold track to gage.

These are forged steel rods 1¼ in. in diameter, with either a forged or bent hook on one end, and a heavy adjustable clip with lock washer and nut on the other end. You can specify that the clips be either forged or malleable iron, insulated or non-insulated, whichever you may prefer.

Use Bethlehem Gage Rods where precise alignment and track gage are of utmost importance: at heels of frogs, toes of switches, on bridge approaches, in tunnels, and on turntable leads.

A Bethlehem engineer will be glad to go over your gage problems with you and recommend where and how Bethlehem Gage Rods might be of real value to you. Just call our nearest sales office, or write to our headquarters at the address below.

BETHLEHEM STEEL COMPANY, BETHLEHEM, PA.

On the Pacific Coast Bethlehem products are sold by Bethlehem Pacific Coast Steel Corporation. *Export Distributor:* Bethlehem Steel Export Corporation

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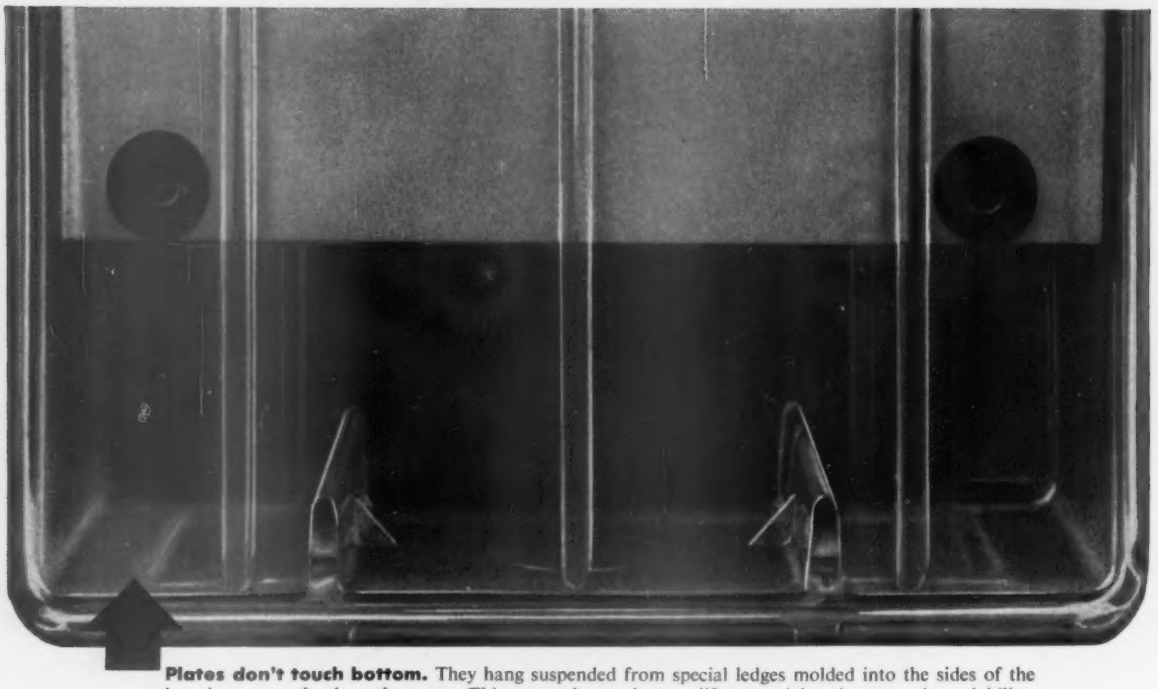
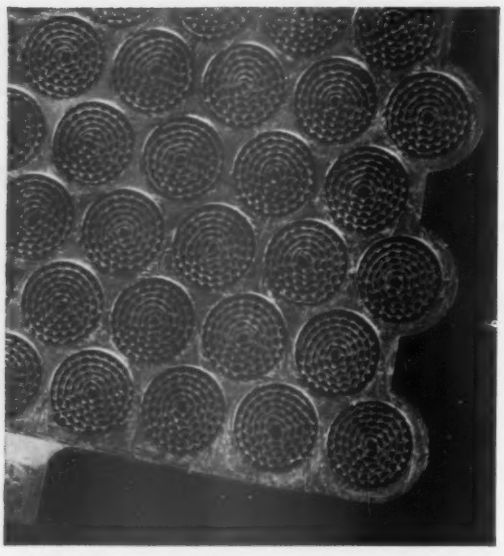


Plates don't touch bottom. They hang suspended from special ledges molded into the sides of the jar—impose no load on the cover. This means longer battery life potential and greater dependability.

NEW EXIDE-MANCHEX BATTERY ...BUILT FOR EXTRA LIFE



Exide-Manchex positive plate. Active material is built up between the spiral layers of these unique lead buttons that act like tiny shelves. Support it against shedding. Reserve lead prolongs battery life.

In the new Exide-Manchex, plates are suspended from the top—do not touch the bottom of the jar at all. So sediment drops right to the bottom, inches away from the plates. It will never, never cause a short.

This new design feature means that Exide-Manchex now has longer life potential than ever. In addition, the new open design spacer, with high porosity, microporous separator, means lower internal resistance and higher capacity. Greater electrolyte reserve means less frequent watering and assures better voltage.

Get complete information on this stationary battery, the finest you can buy. Write Exide Industrial Division, The Electric Storage Battery Company, Philadelphia 2, Pa.

Exide®

RAILWAY AGE *weekly* March 24, 1958 • Vol. 144, No. 12

Week at a Glance

RRs can fight for votes—and win ..... p. 9

In Spokane and Cheyenne, the railroads—and their employees—led the fight against proposed airport bond issues totaling $4,360,000. United, they got their message over to the voters, and saved a lot of tax money.

Piggyback recaptures perishable traffic p.12

The MoPac and the Burlington found exempt truckers eating heavily into their perishable traffic. Now the two roads are staging a comeback with custom-tailored piggyback service.

How to use sound practices in CTC p.13

Here's a report on how the Grand Trunk got the most out of proven, modern methods in a switch from double to single track.

Departments

Freight Car Loadings 43
Freight Operating Statistics 36
New Equipment 43
People in the News 48
Railroading After Hours ... 40
Railway Market 43
The Action Page 50
Watching Washington 10

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Special Staff Report:

The Work Rules TRAP

EDITOR'S NOTE: In this issue, Railway Age brings to its readers a special report on one of the industry's top internal problems. It is a report that had to be written.

There is no relationship between the long-range problem discussed here and the program for immediate action which the industry has proposed to Congress. They are separate problems, to be separately solved.

No special distribution of the report is being made outside this magazine's subscription list. Our Outrage issue of last fall was different; that was about matters which only governments can correct. Copies of that issue went to Congress and to newspapers. Copies of this will not.

The twists and turns of history have caught the railroads and their employees in a death trap ..... p. 18

How the trap was set—and sprung ..... p. 20

Technology shot ahead but work rules stood still ..... p. 21

Hard sense goes to pieces as referees take over labor-management decisions ..... p. 22

Restrictive rules and agreements made for one road tend to spread to all others ..... p. 23

Here's how bad it is ..... p. 30

The Action Page—How to open the trap ..... p. 50

MR. BENNETT CERF AND THE HERTZ IDEA HELP YOU...

SELL MORE TRAIN TRAVEL!

Every Sunday night, you can see Bennett Cerf on CBS-TV's "What's My Line?" But during the week it's not so easy—for away from the television cameras, he's a roving publisher, author and columnist. Naturally, his busy schedule calls for travel. And lots of it. That's why Mr. Cerf is a topnotch salesman for The Hertz Idea.

Recently, the Hertz advertisement featuring Mr. Cerf appeared in leading national magazines. Millions of readers found that when Mr. Cerf travels, he goes the fast, comfortable way—by train. At his destination, he rents a new Turboglide Chevrolet Bel Air or other dependable Hertz car.

That's The Hertz Idea. Mr. Cerf's got it. And, more and more people are getting it every day. Result? More business—from passengers who will use The Hertz Idea again and again. To make sure of a steadily increasing volume of business for both of us, Hertz has counters and "Call A Car" phones in railroad terminals across the country. And Hertz offers your passengers nation-wide "Rent it here . . . Leave it there" service.

Now, Mr. Cerf is doing a great job in our bigger-than-ever drive to sell train-auto travel. But, we need your help, too. Here's all you do: Mention the Idea of renting a car in your advertising! Hertz Rent A Car, 218 South Wabash Avenue, Chicago 4, Illinois.

More people by far...use

HERTZ

Rent a car

Week at a Glance CONT.

Current Statistics

Operating revenues, one month	
1958	$778,425,405
1957	855,316,551
Operating expenses, one month	
1958	$650,042,010
1957	688,032,183
Taxes, one month	
1958	$73,310,916
1957	86,740,507
Net railway operating income, one month	
1958	$31,828,152
1957	58,564,460
Net income estimated, one month	
1958	$16,000,000
1957	44,000,000
Average price 20 railroad stocks	
March 18, 1958	69.17
March 19, 1957	88.63
Carloadings revenue freight	
Ten weeks, 1958	5,370,372
Ten weeks, 1957	6,557,146
Average daily freight car surplus	
Wk. ended Mar. 15, 1958	107,825
Wk. ended Mar. 16, 1957	5,790
Average daily freight car shortage	
Wk. ended Mar. 15, 1958	122
Wk. ended Mar. 16, 1957	1,731
Freight cars on order	
February 1, 1958	48,787
February 1, 1957	114,656
Freight cars delivered	
One month, 1958	7,219
One month, 1957	8,403

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Duane C. Salisbury—vice-president, director of sales

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Short and Significant

PRR-NYC merger studies . . .

will be processed as rapidly as possible, says the Pennsylvania's annual report for 1957. No details will be announced until studies are completed. The PRR hopes it can be determined soon whether the large potential savings of such a merger are realizable.

The exploratory merger study . . .

involving the Erie, DL&W and the D&H is not expected to be completed until late this spring. The Erie's annual report for 1957 says study groups are "actively engaged" in making the necessary detailed analyses.

Time is growing short . . .

for settlement of the CPR-BLF&E dispute over elimination of firemen from yard and road freight diesels. CPR insists it will abide by the Royal Commission report that approved elimination of firemen. The union rejected the report, has threatened to strike over the issue after its current contract with CPR expires March 31. Negotiations will continue this week.

The 'Chessie American Plan Package' . . .

between Grand Rapids and Chicago has been extended to include Muskegon, Mich., Grand Haven and Holland. For the regular round-trip coach fare between the Michigan points and Chicago, passengers get two dining car meals free (Railway Age, March 17, page 76).

Milwaukee must continue repaying commuters . . .

that portion of their recent fares which represents the increase that was rescinded by the courts. The United States Supreme Court last week denied the road's petition for a stay of a lower court repayment order (Railway Age, March 17, p. 76). The denial order drew a dissent in which four justices joined.

More New York State tax relief . . .

may be on the way for the railroads. Three new measures before the state legislature would (1) grant a one-year moratorium on local real estate taxes that would save railroads $45,000,000 this year; (2) bar any increase in railroad real estate taxes above those levied in 1957, and (3) permit local governments to grant tax concessions. The legislature has already approved a measure reducing real estate taxes on future grade-crossing eliminations.

Both GM 'Aerotrains' . . .

are back at La Grange, but perhaps only temporarily. National of Mexico recently returned the unit it had been operating. Electro-Motive has had the second train on the property for some time. PRR, NYC and UP, among American roads, have tested the trains. Another Western carrier may be next in line for an "Aerotrain" contract.

An important ANNOUNCEMENT by Southern Pacific Company

In the belief that the Hydra-Cushion Underframe, developed by Southern Pacific Company and Stanford Research Institute, can be of great benefit to the entire railroad industry in solving the problem of impact damage, particularly in the volume movement of fragile freight, we are making this revolutionary cushioning device generally available.

The Southern Pacific Company has sold all rights and patents to Waugh Equipment Company and Evans Products Company who will jointly manufacture and sell the Hydra-Cushion Underframe.

All railroads may now acquire freight cars equipped with Hydra-Cushion Underframes to the benefit of themselves and their shippers. Test records of our experience with 351 Hydra-Cushion Underframe box cars reveal virtual elimination of damage to the many types of freight carried.

PRESIDENT
SOUTHERN PACIFIC COMPANY

For further information, address; **EVANS PRODUCTS COMPANY** 13101 Eckles Road Plymouth, Michigan *or* **WAUGH EQUIPMENT COMPANY** 420 Lexington Avenue New York 17, New York

RRs Can Fight for Votes—and Win

The public is not deaf to the railroads' message. In Spokane, six railroads opposed an airport bond issue; the bond issue was defeated. In Cheyenne, railroad employees convinced voters that an airport facility is not necessarily a public responsibility.

Western railroads and their employees have won two smashing election victories. The victories effectively put the brakes on a pair of airport bond-issue proposals.

The bond issue battles shaped up in:

- Spokane, Wash., where the electorate buried a $4,160,000 general obligation bond proposal under a 3-1 negative vote (Railway Age, Mar. 17, p. 7); and in
- Cheyenne, Wyo., where a $200,000 bond issue went down to decisive defeat.

In Spokane, the city's six railroads waded into a bitter fight. They opposed the bond proposal with a series of newspaper advertisements and radio-TV spot announcements. In Cheyenne, a committee of Union Pacific employees fired off a lengthy denunciation of the $200,000 proposal from a half dozen angles. In both cities voters turned out in force—and the vote count was a victory for the railroads.

The fight got particularly rough in Spokane. Airport backers there resurrected quotations by James J. Hill—founder of the Great Northern—to support their stand. Railroads tagged the proposed airport a "Palace for Plane People."

Organization was a big factor in the carriers' success. The six roads—Milwaukee, GN, Northern Pacific, Union Pacific, Spokane International and Spokane, Portland & Seattle—combined their opposition under one banner.

They retained a retired newspaper political editor to coordinate the campaign. The result was a series of straight-to-the-point ads, each landing hard on one phase of the proposal and all identified as railroad opposition.

Free public service radio and TV time was given to both sides. One TV debate show was staged, with the chairman of the railroad committee opposing a member of the mayor's advisory committee. Spot radio-TV announcements were used on the final days of the campaign.

Throughout the fight, both sides sought support with a barrage of newspaper ads.

Railroad employees, one carrier officer commented, gave "tremendous cooperation" to the cause. The labor angle came into the campaign in several ways. One pro-bond-issue ad said the air terminal expansion would produce more jobs. Another claimed endorsement of the issue by "Brotherhood of Railway Clerks Union Lodge No. 3011." The latter claim, a railroad officer commented, "apparently had severe boomerang characteristics."

On election day, an ad signed by six brotherhood chairmen pointed out what the earlier claim hadn't—that Local 3011 is a small union of airline employees, and that six Spokane Clerks lodges (with 876 members) opposed the bond issue.

Then the pro-airport faction reached back into the 19th century for ammunition. In an 1892 speech, they advertised, James Hill declared: "You cannot make a great distributing point of Spokane unless you have facilities equal to or better than those possessed by its competitors. . . What we ask of Spokane is that the right of way through Spokane shall not cost us anything."

Hill's statement, the pro-airport committee said, means: "Spokane must have a new air terminal." Furthermore, the committee declared, Hill "got what he wanted. The right of way, worth many thousands of dollars, was given to the railroad. . ."

Yes, the railroads replied, Hill did get

"So, the railroads need help, but how many votes can they give you in November?"

his right of way—but it was given by 18 individuals, not by the city of Spokane. And since that time, they stressed, GN has paid more than $600,000 in taxes on the property.

The railroads hammered hard on a variety of points:

- Property owners would be obliged to pay for the airport improvements regardless of their use of the facilities.
- The issue "constitutes nothing more than a subsidy for the commercial airlines." Taxpayers would have to pay $280,000 annually; commercial air lines paid just $30,260 for use of the field in 1957.
- Other public carriers of passengers furnish their own facilities and pay taxes on those facilities.
- If enlarged airport facilities are in fact needed, "they should either be furnished by the air lines themselves or . . . by issuing revenue bonds, which would be paid out of revenues received from those who use the air lines."
- "If voters approve the bond issue no doubt they will be called upon from time to time in the future to provide additional funds to keep the airport up to date. . . There is involved not only the expenditure of $4,160,000 but also a major question of city policy as to public financing of one form of private competitive transportation which is constantly growing and becoming more costly."

The voters responded to the call with a great selectivity in their balloting. The overall airport bond issue was turned down 37,153 to 12,541. A companion $100,000 issue, to finance improvements to the airport control tower, lost by nearly a 2-1 margin, although railroads didn't actively oppose the proposal.

A $523,000 issue for improvements to the city fire department was approved—indicating that the negative airport vote wasn't traceable to a general voter rebellion against spending money.

The situation in Cheyenne, settled earlier, offered some parallels. It was a case of improving an existing airfield; it involved a sizeable bond issue; it was opposed by a railway labor committee on much the same reasoning used by the railroads in Spokane. UP employees said the new terminal building was not needed and the proposal to build it with tax money was unreasonable and discriminatory.

If there's a conclusion to be drawn from the Spokane-Cheyenne voting, it might be in this sentence lifted from a railroad ad: "The airport facility is not a responsibility of the people at large."

A corollary conclusion: Where railroads join with each other and with their employees, they're far from powerless to win public acceptance of their message.

Watching Washington *with Walter Taft*

• **EARLY IN APRIL** is when the Senate's Surface Transportation Subcommittee hopes to make recommendations which will be of "substantial benefit" to railroads. That's what its chairman, Senator Smathers, is saying. As he reads the record of the subcommittee's inquiry into the "deteriorating railroad situation," every witness has made "one clear point"—that railroads "are in very deep trouble and need immediate help."

THE PUBLIC-HEARING PHASE of the subcommittee's inquiry is scheduled to end next week. Presentations are still to come from various sources. These will include railroad labor organizations, the National Industrial Traffic League, state regulatory agencies, the ICC, and Secretary of Commerce Weeks. He headed President Eisenhower's Cabinet Committee on Transport Policy and Organization.

SUPPORT FOR THE FREEDOM PROGRAM of the railroads was expected to come from labor and the NIT League. The program calls for more leeway to make competitive rates and for removal of restrictions on railroad operations of other forms of transport. The ICC was expected to continue its opposition to the rate-freedom phase. As to the integration phase, the commission is not yet on record. But several commissioners have indicated that they prefer to see integrated transport develop on the basis of joint-rate arrangements between railroads and other transport agencies.

• **THE ICC'S INVESTIGATION** of the Ex Parte 212 freight-rate increases will get under way next month instead of March 25. The commission has set back to April 21 the deadline for filing the railroads' supporting evidence. Opposition evidence is now due June 9 and rebuttal evidence July 12. May 19 remains the initial hearing date. Additional sessions have been scheduled for July 7 and August 4—all in Washington.

THE NEW TIMETABLE came in response to railroad requests for more time and a NIT League petition for a longer interval (than the 25 days originally allowed) between the filing of the railroad statements and the due date of the opposition evidence. In issue is the lawfulness of the increases which became effective February 15, and other railroad proposals (principally accessorial charges), which were cut back or suspended by the commission.

• **RAILWAY EXPRESS AGENCY IS HOPING** Congress won't give REA competitor, the Post Office, the advantage of an 8-per-cent deficit authorization. That would permit an annual loss of about $50 million, but it's nevertheless proposed in the Senate version of the postal rate increase bill. The provision says the postmaster general need not apply to the ICC for a rate increase on parcel post matter until the cost of that service exceeds its revenue by more than 8%.

THAT'S MUCH SOFTER than the one-per-cent leeway provided in the House version of the bill. A Senate-House conference committee will write the final version. REA, of course, prefers the present law which allows no leeway. But it is now pushing for what it thinks it might get—acceptance by the conference committee of the House's one-per-cent provision.

Bay Bridge Trains to End Operation April 20

San Francisco Bay Bridge trains are scheduled to go out of service April 20. They'll be replaced by a fleet of some 21 diesel-powered buses on the commuter run across the bridge.

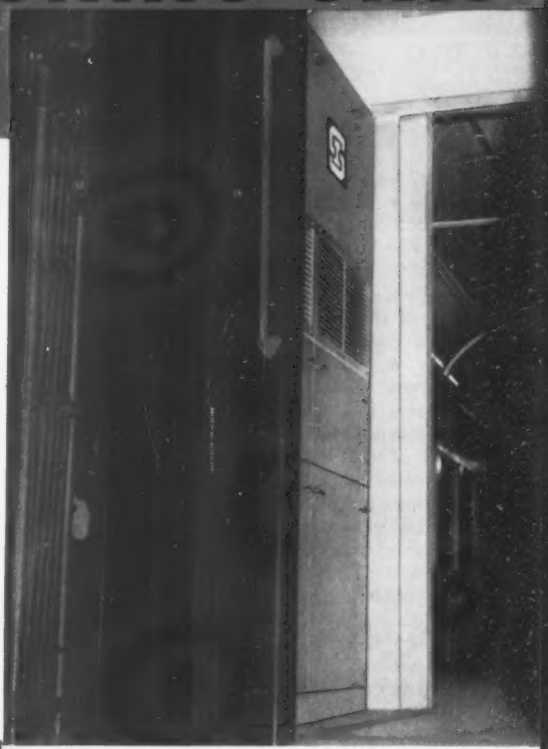
Abandonment of the train operation will give the Key System 100% motorized service. About half of Key's trans-bay passengers are now carried by bus.

The plan has been authorized by the state PUC. The city of San Francisco and a transit district are opposing the action.

Expected follow-ups to the rail service abandonment are conversion of a San Francisco terminal track loop to road ramps and removal of trackage from the bridge itself.

Modernize Passenger Cars Now in Service with this "Safety" PACKAGE TYPE AIR CONDITIONING UNIT

Quickly and at LOW COST!



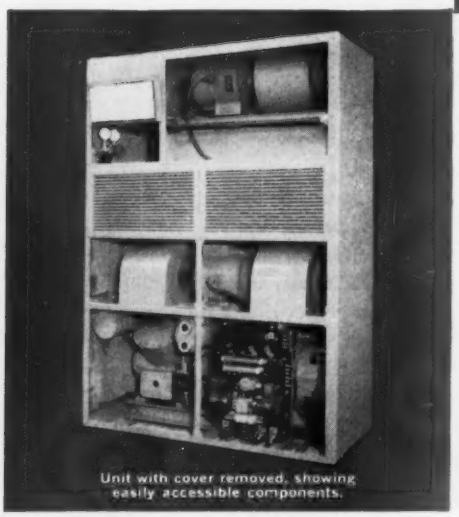
Actual installation view shows small space required for "Safety" air conditioning unit in car vestibule.

Pictured at the right is the **fresh new look** in air conditioned railway coaches. The "'Safety" 8-ton package type unit is a new concept in comfort and economy. This low-cost air conditioning equipment

- . . . is completely self-contained
- . . . fits snugly in 10 sq. ft. in the coach vestibule, causing no loss of revenue-producing passenger space.

Intended for direct current operation on standard passenger cars now in service, the unit is ideal for the replacement of ice-cooled or obsolete mechanical cooling systems.

"Safety's" compact 8-ton d.c. package air conditioning unit.



Unit with cover removed, showing easily accessible components.

- **LOW INSTALLATION COST** . . . Actually costs less installed than comparable conventional systems. Easily mounted to floor . . . needs no special mounting structure.
- **MINIMUM MAINTENANCE** . . . Top quality components throughout . . . all parts readily accessible for inspection and adjustment even when car is in motion. Motors are heavy-duty railroad type . . . "Safety" designed and manufactured.
- **COMPLETELY SELF-CONTAINED** . . . with compressor, condenser, evaporator, heating coil, blowers, filters, grilles, refrigerant controls, piping, motors with allied controls, starter panel and auxiliaries. (Temperature controls and air distributor are not included with unit.)
- **UNDIVIDED RESPONSIBILITY** . . . for the proper performance of the entire air conditioning system.

Other Features:

Weight of completely assembled unit, including wiring and refrigerant charge, is 2200 lbs.
Outline dimensions are: 78" high, 55⅛" wide and 26⅛" deep.
Equipped to provide cooling, heating, dehumidifying and circulating conditioned air. Heater can be furnished for steam, hot water or electric systems. This unit is designed for operation at 38, 76, 132 or 600 volts d.c.; also for 220 or 440 volts, 3-phase, 60 cycles.

GEARED TO PROGRESS
RPI MEMBER

ELECTRICAL DIVISION
SAFETY INDUSTRIES, INC.

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AUTOMATIC TIMING & CONTROLS, INC.
THE HOWE SCALE COMPANY
SI HANDLING SYSTEMS

Piggyback Recaptures Perishable Traffic

Mechanically refrigerated trailers, flexible service, and attractive rates are part of the new piggyback package.

Railroads are successfully wielding their newest competitive weapon—piggyback—to recapture perishable traffic lost to unregulated truckers.

● The Missouri Pacific has staged a comeback in fruit and vegetable traffic with truck-competitive piggyback rates. Fifty mechanically refrigerated trailers are giving MoPac customers the kind of service they want—at rates they can afford to pay.

● The Burlington has won back fresh meat traffic with a piggyback express service that beats over-the-road truckers by several hours.

These latest railroad successes in the continuing battle with exempt truckers were described at the Lafayette, Ind., 12th National Conference on Handling Perishable Agricultural Commodities.

R. T. Watt, the MoPac's manager of perishable traffic, said that during the last decade the MoPac and other roads serving the Rio Grande Valley have been hard pressed to compete with unregulated trucks.

"The fault was partly ours," said Mr. Watt. "We allowed our rail rates to become largely non-competitive. Our service left much to be desired, especially in terminal operations. Changing market conditions seemingly found us poorly prepared or unwilling to change our ways of doing business, in order to keep our perishable traffic."

Early in 1957 the railroad assigned Gardner Wilkes, a traffic analyst, to tackle the problem. His prescription: better service at lower rates.

"Accordingly," said Mr. Watt, "using as a rate base per-truck charges of the exempt operators, piggyback rates were established." At the same time, 50 mechanically refrigerated trailers were acquired through the Missouri Pacific Freight Transport Company.

As part of the new service, the railroad offered (1) free refrigeration, (2) split delivery, (3) diversion and reconsignment en route.

As a result, the MoPac up to February 28 had handled 501 piggyback fruit and vegetable loads from Texas.

"Key to our success to date," said Mr. Watt, "has been the high degree of dependability we were able to offer—while charging rates close to those of the unregulated trucks. Yet these rates permit us a moderate profit."

The Burlington's recent experience with fresh meat traffic from Nebraska to East Coast points was explained by H. R. Hudgens, general perishable freight agent.

When the Burlington found truckers cutting heavily into its perishable traffic, said Mr. Hudgens, the railroad decided to fight back with piggyback.

Today the Burlington offers schedules, connecting with the Pennsylvania at Chicago, that are six to eight hours faster than over-the-road truck time. Loaded trailers leave Nebraska at 5 p.m. for second morning delivery in the east.

The meat consignments, said Mr. Hudgens, "are protected against heat and cold, and moved at one all-inclusive freight rate."

Between December 6, 1957, and February 28, 1958, the Burlington handled well over 20 million lb of meat by piggyback.

Up to now the Burlington has been using 35-ft mechanically refrigerated trailers in this service. Now, 45-ft vans are contemplated.

R. L. Winklepleck, horticultural agent for the Baltimore and Ohio, told how the B&O is attempting to recapture peach traffic by cooling the fruit in mechanical reefers en route to market. This means orchard-ripened fruit arrives at market in premium-price condition. The B&O thereby competes with truck operators, in spite of the fact that rail rates are about 20 cents a bushel higher than truck rates.

Harris Backs U.S.-Guaranteed Carrier Loans

Rep. Oren J. Harris has introduced a bill to authorize government-guaranteed loans for the purchase of new equipment by common carriers.

Mr. Harris is chairman of the House Interstate and Foreign Commerce Committee.

Under his proposal, the government would guarantee up to 90 per cent of loans to common carriers subject to the Interstate Commerce Act.

The loans would be administered by the ICC.

Mr. Harris introduced the bill as Senator Warren Magnuson, chairman of the Senate Interstate Committee, was polling the industry on a somewhat similar measure he planned to introduce in the Senate.

Meanwhile, David C. Bevan, financial vice-president of the Pennsylvania, was urging "a re-vitalized RFC to loan money to those companies which need it to keep going until such time as a longer-range adjustment can be effected."

Mr. Bevan's proposal was made in a talk before security analysts in Cleveland last week. He said the railroad industry is presently facing a "dire emergency" and is being studied to death when what it needs most is immediate action.

The PRR vice-president pointed out that working capital in the industry is sufficient to meet payrolls for only about one week.

The "re-vitalized RFC" he proposed would have the broadest possible powers to deal with this situation on an emergency basis—immediately, not tomorrow. "It is entirely possible," he said, "that some of the money advanced in some of the cases should be in the form of equity capital."

Mr. Bevan also urged immediate elimination of the transportation excise tax.

Water Carriers Oppose Railroad Freedom Program

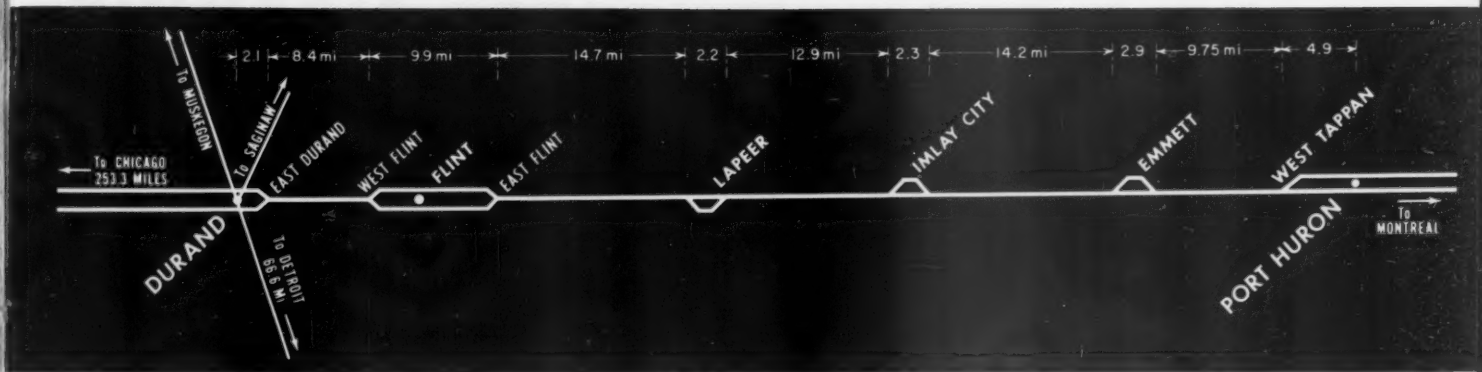
Representatives of water carriers opposed major features of the railroad industry's legislative program in testimony at last week's Senate hearings on the "deteriorating railroad situation."

Appearing before the Surface Transportation Subcommittee headed by Senator Smathers of Florida were spokesmen for American Waterways Operators, Inc., Inland Waterways Common Carrier Association, New York State Waterways Association, and Pacific American Steamship Association.

All opposed the railroads' rate-freedom program which would end the ICC's fair-share-of-the-traffic approach to competitive rate cases. And all except Ralph B. Dewey, vice-president of PASA, opposed removal of restrictions on railroad operations of other modes of transportation. Mr. Dewey's statement was short of an endorsement of the proposal. He said:

"We have always considered the Pan-

(Continued on page 46)



How to Use Sound Ideas in CTC

Here's a case study of a switch to centralized traffic control on a main route handling up to 20 trains a day. The Grand Trunk Western made the change with proven, modern practices to insure continued smooth operations.

The Grand Trunk Western has completed major changes on two sections of Michigan trackage between Durand and Port Huron. Double track has been replaced by single track on a total of 60.7 miles.

Formerly signaled with automatic block for right-hand running, the signaling system has been completely rebuilt and CTC installed.

One of the two sections is 8.4 miles from East Durand to Flint; the other is 52.3 miles from East Flint to West Tappan. A 12.4-mile segment through a heavily industrialized area in Flint continues with two main tracks as before.

The road actually removed about 50 miles of second track in this total project. Sections were left in place as sidings at three spots and for various station tracks.

This territory is part of the Canadian National-Grand Trunk Western route between Montreal and Chicago, 851 miles, practically all of which has been double track for over 40 years. A line starting at Detroit extends 66.6 miles to Durand. A secondary line runs from Bay City south for 53.2 miles to Durand. Traffic between Detroit or Saginaw and Chicago is routed over the Chicago division between Durand and Chicago. Traffic is somewhat lighter east of Durand. Partly for this reason the section east of Durand was chosen as the first on which to remove second main.

The normal daily traffic on the East Durand-West Tappan section includes three passenger trains and about eight freight trains each way daily. Freight trains range from 125 to 145 cars.

At the new ends of double track at East Durand, West Flint and East Flint, the junctions from single-track main line to double-track main line are new equilateral turnouts using No. 20 frogs, and 39-foot curved switch points. By thus cutting the diverging distance in half, train movements in either direction can be made with safety through the turnout at 60 mph. Thus the aspect displayed for such train movements is the "high green". The end of double track at West Tappan is a lateral turnout using a No. 20 frog and 33-foot switch points, due to ascending grade on westward main track.

No siding was provided on the 8.4 miles of single track between East Durand and West Flint. On the single track between East Flint and West Tappan there are three sidings, each nearly two miles long. The one at Lapeer holds a train of 208 cars; at Imlay City, 230 cars; and at Emmett, 290 cars.

Track Circuits for Sidings

The turnouts at the ends of these sidings are No. 20 with 33-foot straight switch points, and are good for diverging train movements at 30 mph. The sidings are equipped with track circuits, which enter into the control of the signals, and also control track-occupancy indication lamps on the control machine.

When a switch has been reversed for an

(*Continued on page 16*)

Project Highlights

EQUILATERAL TURNOUTS
'High green" speeds of 60 mph can be kept up safely where double and single track join.

NEW TWO-MILE SIDINGS
They'll hold up to 290 cars, are built and signalled for 30 mph turnouts.

REVAMPED SIGNALING

ELECTRONIC TRACK CIRCUITS

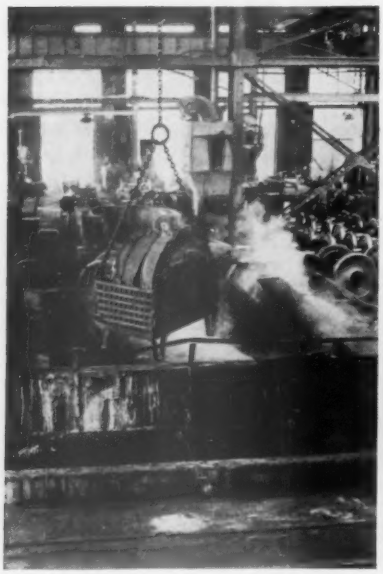
NEW DESIGN CANTILEVER SIGNAL BRIDGES

HERE ARE WYANDOTTE CLEANING

About 15¢ per unit for exterior diesel cleaning (machine washing). With an automatic washer and using WYANDOTTE-75, your diesels will be sparkling clean in just 1½ minutes per unit.

Only $1.35 per passenger diesel unit interior, using WYANDOTTE-30. No back-breaking labor. No costly hand wiping with Wyandotte spray-on, spray-off method. Units are sparkling clean, oil-free.

For less than $7, and in less than 8 minutes, WYANDOTTE-21 strips all paint from a boxcar. This cost includes stripper, labor, phosphatizing, and *all* other costs. Stripping tunnel is used; no hand labor.



Just 2½¢ to vat-clean a ton of ferrous parts with WYANDOTTE-11. This cleaner has good emulsifying characteristics, long service life, 100% solubility in water, controlled uniform quality, and low use-cost.

Only 3¢ to vat-clean a ton of aluminum parts with WYANDOTTE ALTREX.® You'll get a better cleaning job, and a faster one, with ALTREX. Compare this cost with that of any other cleaner on the market.

Just 13½¢ and one minute clean exterior of a passenger car (machine washing). Using WYANDOTTE-85, your cars stay bright and clean without paint damage. WYANDOTTE-85 is well inhibited, too!

COSTS--WHAT ARE YOURS?

Take a look at your cleaning operations—see if Wyandotte might help you clean better, faster!

The true measures of an efficient cleaning operation are actual results and unit-cleaning costs—not the price-per-pound of the cleaning product.

Because cleaning is our business, and because of long experience in the railroad field, we have developed cleaning products designed to give you better results—save you *time and labor*, and do a better job.

Equally important, Wyandotte cleaning methods assure you of the maximum from your maintenance personnel and equipment, and positively establish a more efficient operation for you at use-costs equal to or less than those shown.

Dealing with Wyandotte brings you benefits—in both effective products and helpful services—that could only come from the resources, research, and know-how of the largest supplier of specialized cleaning and washing products for business and industry.

Use Wyandotte's cleaning service. It gets results—saves time, saves dollars!

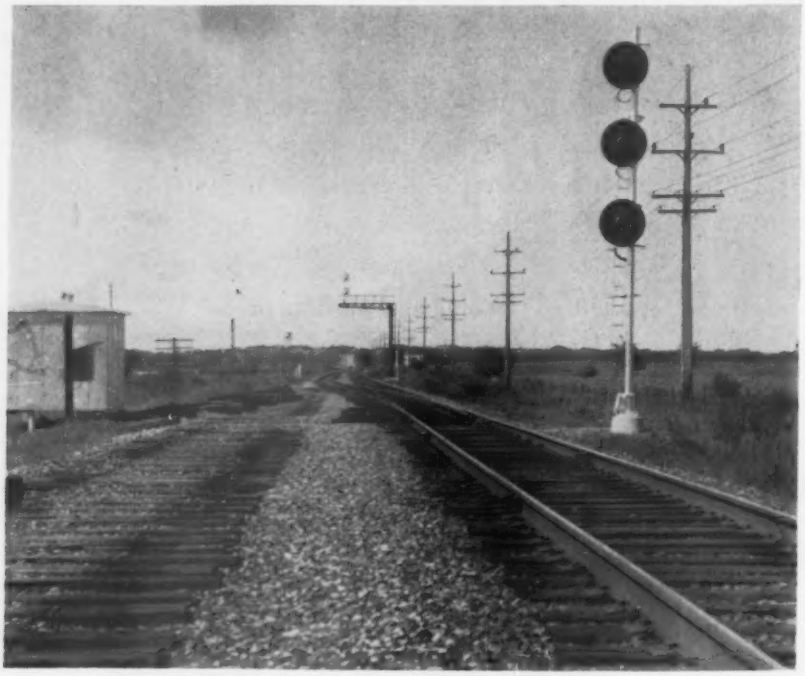
Your Wyandotte cleaning specialist is assigned permanently to your line. He devotes his time to improving your cleaning in any local area or on a systemwide basis. Thus, he coordinates his activities with the requirements of your mechanical, purchasing, and test departments.

Get more details by writing us today! *Wyandotte Chemicals Corporation, Wyandotte, Michigan. Also Los Nietos, Calif. Offices in principal cities.*

Wyandotte CHEMICALS
REG. U. S. PAT. OFF.
J. B. FORD DIVISION

COMPLETE LINE OF CLEANERS FOR ALL RAILWAY NEEDS

THIS EQUILATERAL TURNOUT, including a No. 20 frog and 39-ft curved switch points, permits diverging moves at 79 mph for passenger trains and at 60 mph for freights.



THE SECOND MAIN TRACK was removed as shown in this view at east end of new siding at Lapeer, the rail, ties and ballast being taken up for use elsewhere on the road.

(Continued from page 13)

approaching train to enter a siding that is unoccupied, the signal is cleared to display an aspect of red-over-yellow-over-red. At some locations, the entering signal will display red-over-green-over-red when the signal at the leaving end of the siding has been cleared. If the siding is occupied by a train of the same direction, the signal can be cleared to display red-over-red-over-yellow. If the siding is occupied by a train of the opposite direction, the signal cannot be controlled to display a proceed aspect.

Complete Signal Change

Formerly this territory was double track with automatic block signaling for right-hand running. For the job the GTW wanted, the signaling system had to be completely rebuilt. When changing to single track with CTC, new searchlight type signals were installed at the power switch locations at ends of double track and ends of sidings. The previous color-light type signals in the automatic block were relocated as required, for use as approach and intermediate signals on the single track.

A new idea was used in the construction of the cantilever signal bridges at one end of each siding. The main mast of each such bridge consists of steel pipe of 16-inch outside diameter with walls three-eighths of an inch thick.

The control machine is in the dispatcher's office at Battle Creek, 78.7 miles west of the west end of the present CTC.

The electric switch machines are the M 23B type with dual control. On the equilateral turnouts a special one-inch pipe connection extends via cranks from the operating rod to the mid-point of the 39-foot switch points. This insures that the entire length goes over properly. Each set of switch points is equipped with two sets of roller bearings which normally raise the switch points off their respective slide plates, to ease the operation. Tie plates are treated with a coat of graphite lubricant.

The switch rods are the adjustable vertical-pin type. Four gauge plates are used. Adjustable rail braces are used on 12 ties. Extra adjustable braces are used on the gauge side on the first tie ahead of switch points to prevent "rolling" of the stock rail.

Electric heater coils, operated on 110-volts a.c., are used in each switch machine to minimize trouble caused by frost and condensation of moisture.

Maintainer-Dispatcher Hookup

As part of the project, a new telephone was installed near the house at each controlled point, and at each electric lock at a hand-throw switch. By means of a double-pole double-throw knife switch, each phone can be connected to either of two line circuits. One is the regular dispatcher's line circuit and the other is superimposed on the CTC code line. To call the dispatcher on the code line a maintainer whistles into the transmitter. This operates a voice-actuated relay in the office, activating a lamp and bell to call the dispatcher's attention.

This project included the installation of electric locks on 35 hand-throw main-track switches. In approach to the facing-point of each such switch, there is an electronic audio-frequency overlay track circuit. A train or engine on the main track, that is to enter the switch, must stop on this track circuit to control a release of the lock. This use of AFO track circuit eliminates insulated rail joints that would be required for a conventional track circuit. A novel feature of this installation also is that audio frequency overlay line circuits were used for block indication between ends of sidings, thus eliminating the need for additional line wires which otherwise would be required.

This CTC project was planned and constructed by Grand Trunk Western forces under the jurisdiction of G. J. Stonehouse, signal engineer. The major items of signal equipment were furnished by Union Switch & Signal, Division of Westinghouse Air Brake Company. Other suppliers included the Racor Company (switch rods) and Automatic Electric Company (telephones).

NO WALK-JUST TALK!

• up to 20 times greater power • up to 50% smaller and lighter • longer battery life • easier serviceability • Choose from 43 diversified models.

CAR INSPECTION WITH MOTOROLA HANDIE-TALKIE® PORTABLE RADIO YIELDS VALUABLE TIME SAVINGS FOR N. Y. C.

Just seconds after the car inspector discovers a "cripple" in the New York Central's Toledo Airline Yard, his foreman has a full report by radio. Moments later the repair crew is on its way out, reaching the cripple perhaps 5 to 10 minutes earlier than "before radio" when the car inspector would have had to walk to the foreman's shack to report the cripple in person.

Because a lot of needless walking is eliminated, radio each day easily saves upwards of thirty minutes for each train . . . the essential time needed to get freights rolling on their way on schedule. That's how Motorola "Handie-Talkie" radio *pays for itself* in the first few months of use.

Modernize your car inspection . . . realize equally important savings with Motorola portable radio. Start by calling in your Motorola Railroad Radio Specialist to give you details on this low-cost way to greater yard efficiency. Why not act today . . . right now?

MOTOROLA—first in 2-way radio for every railroad use

• yard-to-terminal • end-to-end • train-to-train • train-to-wayside • wayside-to-wayside • car checking

MOTOROLA *2-WAY RAILROAD RADIO*

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THE TRAP:

The twists and turns of history have caught the railroads and their employees in a death trap . . .

In a large number of cases a day's work comparable to

BUS

A typical wage for a long-haul bus driver is around 10 cents a mile—which means that a bus driver gets just about the same for 200 miles that a locomotive engineer usually gets paid for 100 miles.

TRUCK

The truck driver works a full 8 hours for his day's pay —or is paid a day's wages for "a trip," which may be 200 miles or more. Where in truck transportation are long-haul drivers paid a "day" for only 100 miles?

RESULT: Railroads are losing traffic

Is this an insoluble problem? Or do enough good will and good sense

© Simmons-Boardman Pub. Corp., 1958

Right now railroads and their employees are fighting for their business lives. Traffic is down, employment is down. Congress is studying what should be done about over-regulation, subsidized competition. But there is one problem that railroads and their employees must deal with themselves.

Wasteful work practices are costing U.S. railroads over $500 million a year, by conservative estimate. Some put the excess cost even higher.

Out-of-date work rules are the principal culprits. In an age of hot-shot freights, 100 miles is still a day's work for a freight engine crew. Firemen still ride on diesels long after the coal fires have gone out. Tight fences have been built around many railroad jobs—resulting in millions of dollars in penalty payments for time that nobody worked.

It isn't a question of assigning blame. It takes two to sign a work rule—so both employees and employers are involved. The real question is—how does the railroad industry, including its employees, get out of the box it's in?

"We as employees," says Grand Chief Engineer Guy L. Brown of the Brotherhood of Locomotive Engineers, "should . . . recognize that some of our agréements are outmoded and . . . give serious consideration to proposed changes."

"However much we may plead poverty, regulation, coercion and lack of protection," says J. M. Hood, president of the American Short Line Association, "we, through our chosen representatives, have for years acquiesced in [burdensome] labor demands. The industry should renegotiate."

Proof of the pudding: If make-work efforts were effective, the railroads would have to be hiring more and more employees. Instead, they have fewer and fewer: 1,363,418 in January 1948 and 885,971 in January 1958. "Make-work" doesn't work.

a railroad employee does not do that done on competitive lines

AIR

The highly exacting work of airplane crews is limited to 85 hours a month. But they don't get a day's wages solely on a basis of miles traversed. If so, airlines would soon have to price themselves out of the market.

RAIL

A hundred miles brings a day's pay to freight enginemen and trainmen, and to passenger enginemen. For passenger trainmen 150 miles is a "day." Crew members thus may earn a day's wages in 2 or 3 hours.

and employees are losing jobs

railroads and their employees have to work the problem out between them?

THIS IS HOW THEY GOT CAUGHT IN THE TRAP ▶

THE TRAP IS SET:

100 miles a day was a long way

Forty years ago an average of 12½ miles per hour—or 100 miles in an eight-hour day—was a brisk pace for a typical freight train. In those days most steam locomotives needed servicing every 100 miles. So it made sense to split a railroad into 100-mile divisions. The crew changed every 100 miles or so, having completed its eight-hour day—and another locomotive and another crew pulled the train on to the next division point.

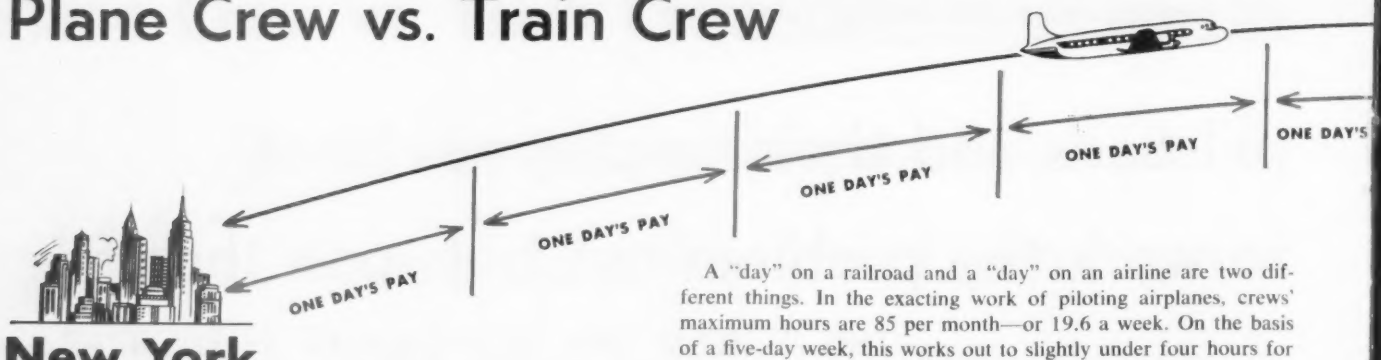
Out of this practice grew the basis of pay for train and engine crews. In freight service, eight hours or 100 miles (whichever was completed first) constituted a day. In passenger service, five hours or 100 miles constituted a day for engineers and firemen; seven and one-half hours or 150 miles a day constituted a basic day for conductors and trainmen.

In other words, crews were paid on a piecework basis geared to the times. Every 12½ miles over the road was an hour's pay for a freight train crew. Every 20 miles over the road was an hour's pay for passenger enginemen and firemen.

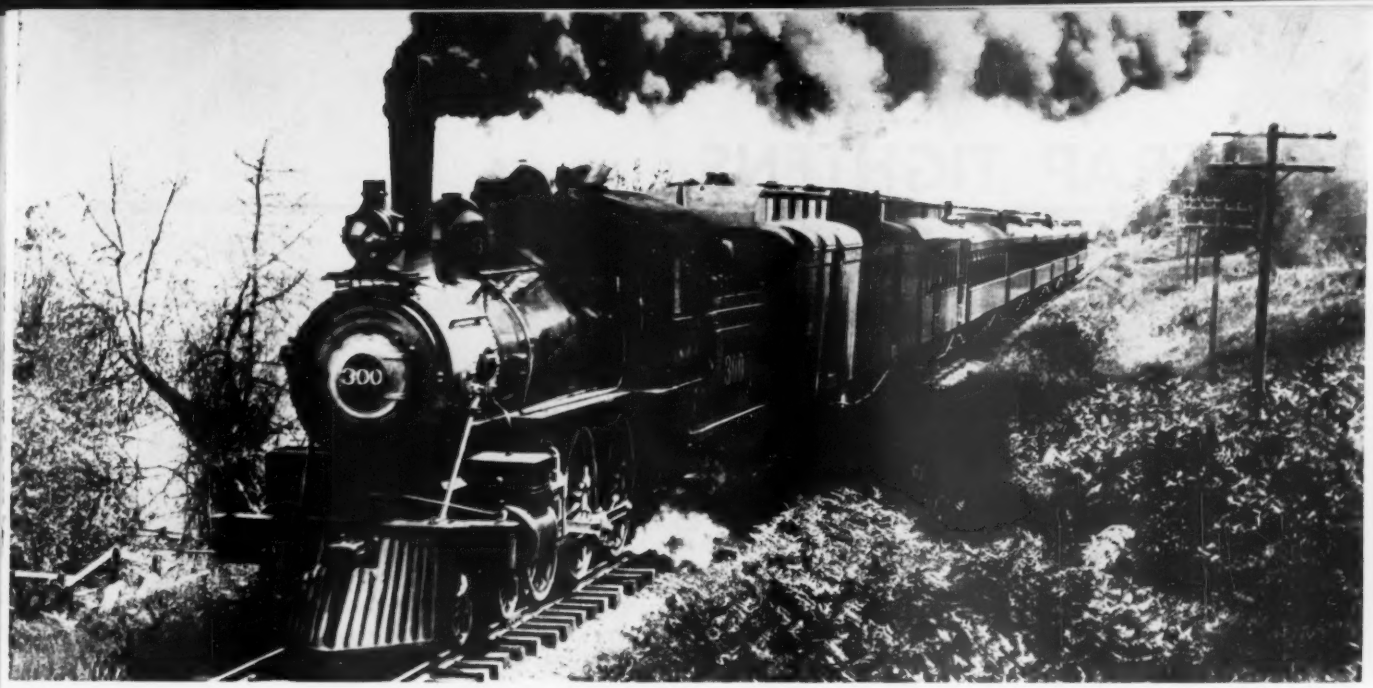
In the days of slower trains, this basis of pay was an incentive to speedy movement. It discouraged killing time on the road, made sense for both management and labor. But those days are gone forever.

THE TRAP IS SPRUNG:

Plane Crew vs. Train Crew



A "day" on a railroad and a "day" on an airline are two different things. In the exacting work of piloting airplanes, crews' maximum hours are 85 per month—or 19.6 a week. On the basis of a five-day week, this works out to slightly under four hours for a pilot's "day". Today's typical New York-Chicago flight takes about three hours—hence represents less than a maximum day's



Technology shot ahead but work rules stood still

Today, mighty diesels can pull trains at an average speed almost twice that of 40 years ago. Yet 100 miles (or 150 in the case of passenger trainmen) is still a "day." On some roads, crew members actually leave the train after a run of 100 miles, more or less.

Other roads are luckier in being permitted to run crews over more than one conventional "division." But the basis of pay is the same as it was back when steam engines required servicing every 100 miles or so.

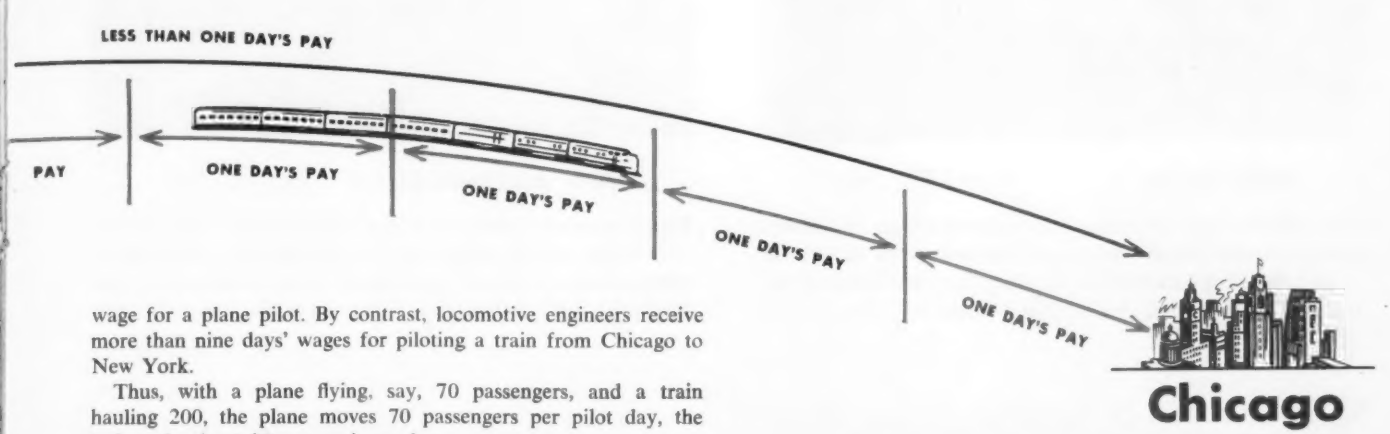
On such roads, many crewmen can earn two or even four days' pay in one actual working day.

In a recent month on one eastern passenger run, engineers earned $7.47 an hour for time actually worked; conductors earned $5.88; brakemen earned $5.13.

A fireman on another run earns $75 a day for every day he works.

The union lets him work only 10 days a month—to make work for other firemen.

The railroads count the cost in the millions—millions they ought to be spending for improvements, and to reduce rates on competitive traffic, so railroads would be adding employees instead of having to furlough them.



wage for a plane pilot. By contrast, locomotive engineers receive more than nine days' wages for piloting a train from Chicago to New York.

Thus, with a plane flying, say, 70 passengers, and a train hauling 200, the plane moves 70 passengers per pilot day, the train only about 20 per engineer day.

TROUBLES MULTIPLY

THE TRAP TIGHTENS:

1—Hard sense goes to pieces as referees take over labor-management decisions

When labor and management can't agree, a referee is called in to decide on a work rule grievance. Many early referees were college professors with no knowledge of how a railroad is run. The result was often an interpretation of agreements far different from the original intention.

For example, an agreement separating yard and road duties was interpreted to mean that a yard employee was entitled to an extra day's pay for a few minutes' work on the road—and a road employee was entitled to a minimum day for not doing the work.

"Work trains" were interpreted to include everything from burro cranes to steam rollers—and full train crews were ordered paid to watch these little "trains" operate. "Make-work" was the order of the day.

The railroads were forced to operate inefficiently at a crucial time in their struggle for survival.

RESULT:

No other industry is so trapped in

. . . NOT COAL

The UMW does not resist the introduction of labor-saving machinery or require excessive crews to man it —and the coal business is moving forward despite intensive competition from other fuels.

. . . NOT AUTOMOBILES

Employers who deal with the UAW report that whatever other complaints they may have regarding that group, make-work is not one of them. Henry Ford introduced the 5-day week—but insisted on 5 days' work.

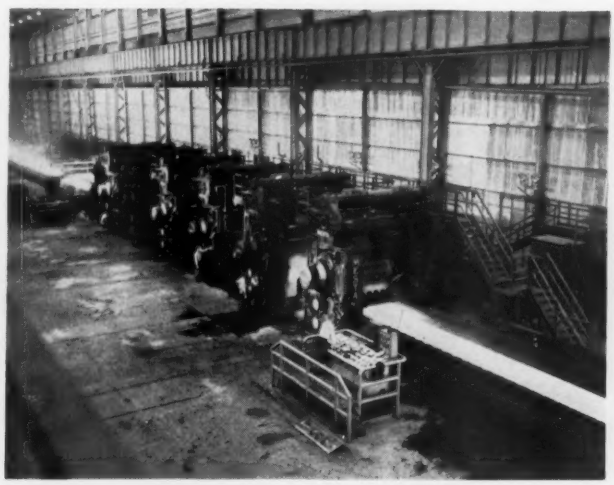
2—Restrictive rules and agreements made for one road tend to spread to all others

The effects of these early decisions wouldn't have been so bad if they had been confined to railroads where the grievances arose—but they spread like contagion. As referees handed down decisions upholding grievances on individual roads, the unions on other roads began to ask for the same concessions.

For example, it was understood for many years that either trainmen or carmen could couple air hoses. It was not until 1943 that a referee awarded two trainmen an extra day's pay for the few minutes they spent on a coupling job—holding that carmen should have done the work. To avoid similar heavy payments, other railroads began to negotiate "arbitraries," offering a bonus of about an hour's pay for the few minutes' work.

Today the railroads still have to live with these early decisions—at the expense of efficient, economical operation.

obsolete practices as the railroads



. . . NOT STEEL

Likewise in the steel industry, employers report that there is no disposition on the part of the dominant union to enforce make-work practices. If so, the effects would be felt everywhere in higher prices.

. . . NOT BARGES

On the booming barge lines, on our inland waterways, employers report "practically no instances of make-work or featherbedding." This may be one reason why barges are the fastest growing form of transport.

THIS IS HOW BAD IT IS—SEE PAGE 30

Every WABCO packing cup has a built-in memory

IF you ever looked closely at a WABCO packing cup, you noticed several numbers and letters molded right in it.

Glance at the photograph and you'll see what we mean. The date of manufacture is molded in a small circle (month and year) so you can tell the age of the cup. The piece number identifies the cup, and even the specific mold from which the particular cup was made, is recorded elsewhere on the cup.

What do these dates mean to you? Years of dependable service!

We *know* they'll give that kind of service, that's why we're willing to stamp such revealing information on every WABCO packing cup.

Westinghouse Air Brake COMPANY

AIR BRAKE DIVISION **WILMERDING, PA.**

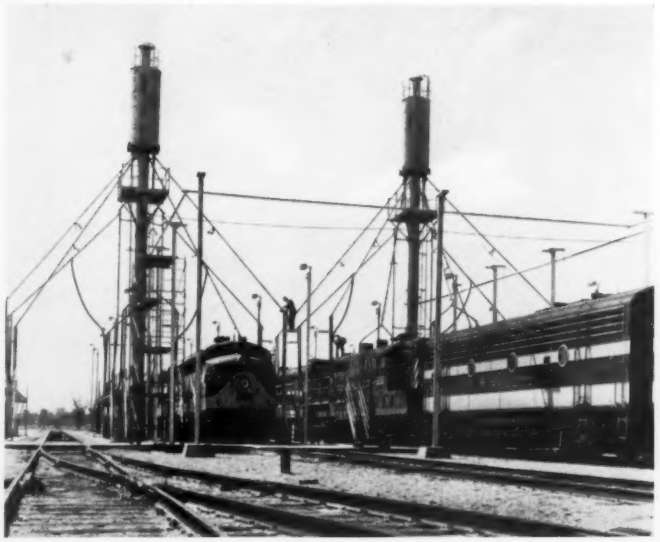
NEW MOVIE AVAILABLE entitled, *"AT THIS MOMENT"*—showing a vivid story of modern railroad progress. Length 26 minutes, on 16 mm. color sound film. For use of film write: United World Films, Inc., 1445 Park Ave., New York or Association Films, Inc., 347 Madison Ave., New York.

THIS IS A LARGE ONE

DIESEL LOCOMOTIVE WET SAND UNLOADING, ELEVATOR, 75-TON BIN STORAGE, AND VILOCO SAND DRYER CAPACITY 2 TONS PER HOUR

ALL OPERATING AUTOMATICALLY

THERE ARE TWO 10-TON CAPACITY DRY SAND BINS AND ELEVATING EQUIPMENT, ALL FOR ONE SPOT ISSUES TO LOCOMOTIVES ON FOUR TRACKS



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TENNESSEE-YARD MEMPHIS
1958

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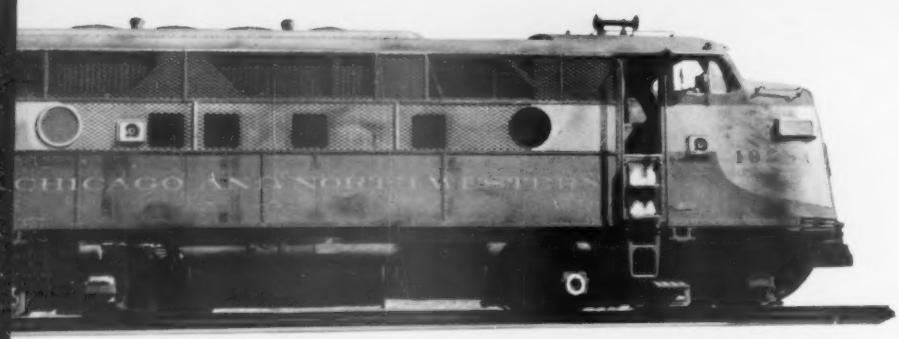


Working on a planned *program covering ten months, the North Western turned in and received each month three to four locomotives, thus minimizing out of service time. At left is one ten-year-old freight unit as it was turned in to Electro-Motive. Above is one of the new General Purpose units at work.*

New locomotives for old . . .

The Chicago and North Western Railroad has turned in thirty-two F3 freight locomotives on the purchase of thirty-two new General Purpose locomotives containing certain remanufactured parts.

The value of the old freight units (worth nearly 40% of their original cost) was applied against the purchase of the General Purpose locomotives that embody all the improvements in materials and design of the past ten years.

This is the second phase of the North Western's *power renewal plan.* The first involved their oldest model (FT) freight locomotives.

How this or similar plans might benefit your roads' future can be had in detail from your Electro-Motive representative.

GENERAL MOTORS LOCOMOTIVES

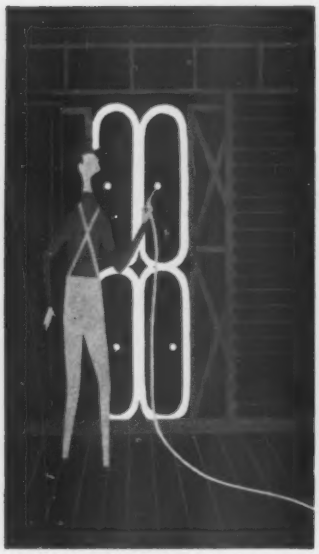
ELECTRO-MOTIVE DIVISION
GENERAL MOTORS

LA GRANGE, ILLINOIS • *HOME OF THE DIESEL LOCOMOTIVE*

In Canada: General Motors Diesel Limited, London, Ontario

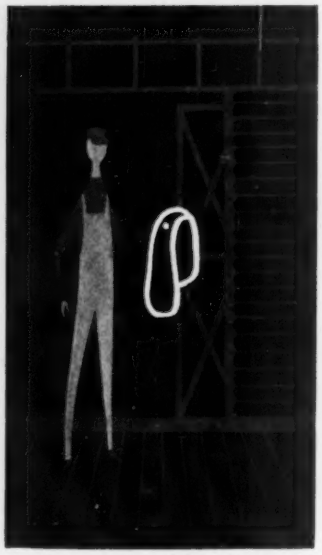
US RUBBER
SHOR KWIK
INFLATABLE DUNNAGE

NOW YOU CAN HAVE PERFECT SHIPPING EVERY MONTH WITH U. S. SHOR-KWIK



Quickly installed, SHOR-KWIK dunnage bags shore up cargo with ease and speed. As soon as inflated they hold cargo firmly and continuously in place.

Resiliency of air permits cargo to adjust to starts—stops without damage. Extra-tough neoprene-coated outer skin with butyl bladder makes SHOR-KWIK reusable for years!



Quickly removed, SHOR-KWIK bags deflate by merely turning a valve. They can be compactly stacked for return and reuse.

Now U. S. Rubber is making inflation work **for** the nation's industrial economy! Today, with revolutionary new U. S. SHOR-KWIK **inflatable** dunnage bags, losses due to in-transit product damage are cut sharply...shoring time is lowered by at least 50%. The modern replacement for costly, time-consuming wooden braces and steel straps, U. S. SHOR-KWIK bags are **simply** placed in position and filled with air to effectively hold the lading safely in place. And they can be used and reused for years. So to save money, time and your cargo, send for this booklet about U. S. SHOR-KWIK. Write: United States Rubber, P. O. Box 1453, Providence 1, Rhode Island.

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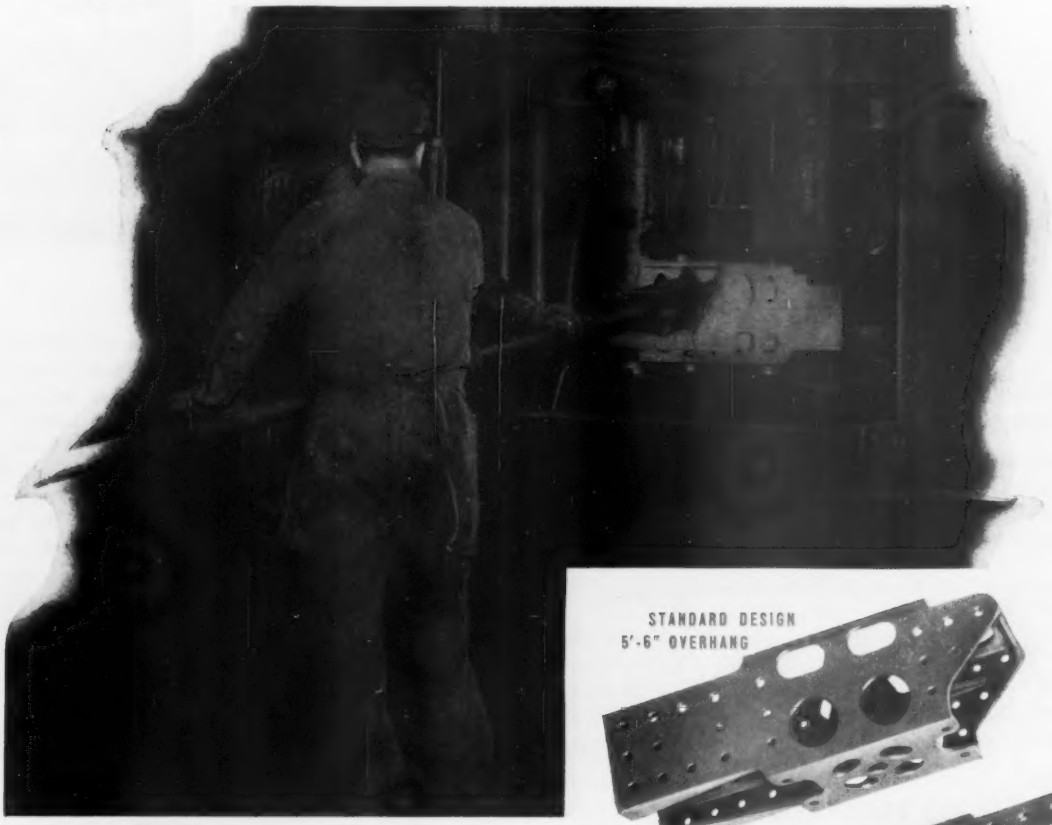

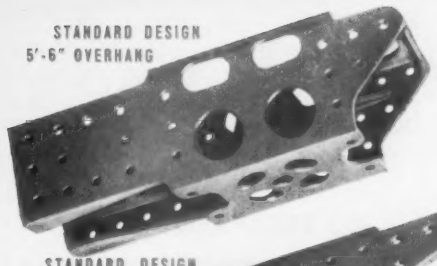

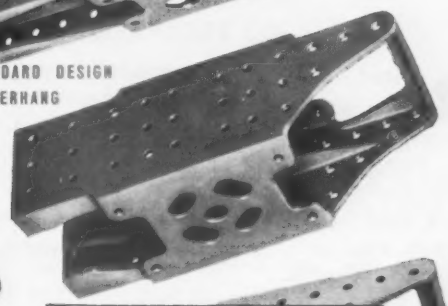

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LET'S BE REALISTIC:

How long could the

AUTO
HOTEL
AIRLINE
APPLIANCE
TRUCKING

WHERE'S THE FIRE?

$165 million to burn U. S. railroads are paying about $165 million a year to keep firemen on road freight and yard diesels that have no fires to be stoked, no boilers to be tended. A Royal Commission in Canada recently found that the Canadian Pacific Railway was justified in attempting to banish firemen-helpers from yard and road freight diesel cabs. "Their functions have either totally disappeared. . . or are a mere duplication of what is discharged by another or others," the Royal Commission found.

Pushbutton firing Recently a fireman demanded two hours' extra pay for pushing a button to start his diesel. He got it—because the railroad had an old agreement, dating back to the steam era, that a fireman would get a two-hour arbitrary for "firing his locomotive."

NO TRESPASSING

Short days The shortest day of the year can be any day that a road crew does a few minutes' work in a yard—or vice versa.

A road freight engineer recently got an extra day's pay at yard rates for moving his engine the length of forty cars in a freight yard.

A yard crew that made a four-mile round trip to pull a freight train out of drifting snow got pay not for four miles—but for 100 miles.

A road service brakeman demanded—and got—100 miles' pay for walking fifteen steps to couple a road diesel to a bad order diesel. He claimed this was a day's switching.

Implicit in the original agreements on the separation of yard and road duties was the understanding that each could do a few minutes' work in the other's territory when necessity and efficient operation demanded it. But referees' decisions have raised a high wall between road and yard service. To avoid heavy penalties, management lives with these decisions—at the expense of efficiency.

Defeating the purpose For years one railroad operated work trains within yard limits with road personnel. A few years ago the Switchmen's Union of North America, armed with a strike ballot, demanded that switchmen operate work trains in yards. To avoid paying both yard and road crews for a single job, the railroad has purchased more off-track maintenance equipment than it otherwise could have afforded—now neither craft gets the work.

Everybody loses A midwestern railroad wanted to extend the switching limits of one yard two miles to a new lumber industry that offered the road 6,000 extra carloads of traffic a month. An agreement with the road crews provided that the yard crews could do the switching in their territory—provided the road crews later would be given equal time to work on yard assignments.

But the switchmen refused to permit the road crews to enter the yards—although such an agreement would have provided extra work all around.

Today this railroad is serving the industry with local freights, and sometimes through freights, at great additional expense and loss of efficiency, pending a decision from the National Mediation Board.

Creating extra work One of the most costly yard-and-road separation rules holds that road crews delivering a train have to turn it over to yard crews in one piece—or as nearly one piece as possible.

Assume that a 125-car train is delivered to Road A. It has been made up into five sections, each section with a different destination. It would be quite simple for the road crew to put the five sections on five different tracks. This is not permitted. Under the rules, the road crew has to fill up an interchange track completely. Only then can they put extra cars on an extra siding. This makes work for switching crews—but it slows the movement of freight, increases the railroad's costs, and by making competing transportation more attractive, it jeopardizes all railroad jobs.

THE PAY'S THE THING

Double indemnity An eastern railroad paid a maintenance of way engineer and fireman to operate a steam ditcher on a yard track. But it also had to pay an engine service engineer and fireman for *not* operating the steam ditcher. They just sat by and watched.

One day the maintenance of way fireman didn't report for work, and the engine service fireman had to leave his soap box and do the actual firing. He claimed, and won, an extra day's pay in addition to his pay-for-no-work. Thus he was paid once for not doing the job, and once for doing it—all in the same day.

Traffic jam Locomotive engineers on a midwestern road demanded and won the right to crew clamshells unloading storage coal. But the cab would accommodate only the operator. What to do with the engineer?

The teeth in the trap are hard and sharp. Here are a few.

industry stay in business with work rules like these?

The railroad's solution: "We furnish the engineer a box or a soap keg and he sits beside the machine all day."

Another road found a simpler solution that was widely copied. It simply instructed the supercargo engineer to stay home and collect his pay.

What's in a name? On a western road, a steam roller was being used to repair asphalt surfaces around a station. One day it spent a few minutes rolling down an asphalt strip between the rails at a pedestrian crossing. An eagle-eyed conductor and two brakemen promptly claimed that this made the steam roller a work train and they were entitled to a day's pay for not being called to operate it. They got the money.

Here's the payoff Long, long ago, maintenance of way chores were split up into sections. A section was generally as far as one man could walk in one direction and back again during a working day. Today mechanized equipment can do most of the maintenance jobs much faster and more efficiently, and with fewer men. This has resulted, on some fortunate roads, in system maintenance gangs. A barnstorming, mechanized crew keeps the property in apple-pie order. But many roads are unable to take advantage of this; their agreements with the unions have been interpreted in such a way that they have to keep the old section gangs intact.

STRANGE CARGO

Contraband wash tub A baggageman on a western passenger streamliner found a metal garbage can in his baggage car. This was all right, because the garbage can contained a passenger's personal effects. But wired to the garbage can, as a lid, was a galvanized iron wash tub. On the claim that the wash tub turned the streamliner into a freight train, the conductor, baggageman and brakeman won the freight rate of pay, instead of the lower passenger rate, for their day's work.

The letter of the law A conductor on a western railroad picked up a U.S. stamped envelope from a box at an industrial spur. He carried it five miles down the line. Several conductors did this on several days. Each conductor later claimed—and got—an extra day's pay at baggagemen's rates for every day he carried a letter 5 miles.

A brakeman picked up a package containing train orders addressed to the conductor and engineer. The package contained an envelope addressed to the chief dispatcher at a town down the line. The conductor delivered the envelope—but was awarded extra pay for 150 miles at a train baggageman's rate for handling company mail.

BONUS

Arbitrarily speaking No other business has to pay a bonus to workers for simple chores connected with their regular jobs. But railroads do. Such bonuses are called "arbitraries" and they are a costly drain on railroad treasuries.

Some train and engine crews get arbitraries for using mobile radio equipment—although radio makes their work easier. They claim radio makes the engines more available and improves utilization, and they should receive extra pay for increased productivity.

UNPOPULAR MECHANICS

Hands off, it's my job On most railroads antiquated craft rules restrict mechanics to their particular craft. When an auxiliary generator is installed on a diesel-electric locomotive unit, a machinist and an electrician must be used—although one man could do the job in a short time.

A small belt railroad had to repair a water leak over a switch. One man could have done the job, but three were used under the rules—a maintenance of way man, a plumber's helper, and a sheet metal worker.

Even within the crafts, there are barriers. A car-painter can paint cars—but he can't mount a scaffold to paint the car shed. That's another painter's exclusive right.

RACE TRACK OR RAILROAD?

Don't jump the gun Railroads cannot operate like a race track—but they are expected to observe similar starting post rules.

A crew that was supposed to start work at 8 o'clock was called instead at 7:30, and worked eight hours from the earlier time.

They were awarded 20 hours' pay by a referee, who held that the crew was entitled to (1) a guaranteed eight hours beginning at 8 o'clock, and (2) 12 hours for the extra half-hour, on the ground that 7:30 was part of another working day and

Can railroads and employees pull these teeth in time?

the crew should get that extra day for having worked part of it. And it would have to be time and a half because the two working days came within a 24-hour period.

It's the law

The starting time rule provides that where three yard shifts are worked, the starting time will be within certain limited periods—between 6:30 a.m. and 8 a.m., for the first shift, 2:30 p.m. and 4 p.m. for the second shift, and 10:30 a.m. and 12 midnight for the third shift. Decisions of referees have had these results:

(1) Millions of dollars have been paid out in penalty minimum days because a referee held that where an engine had been started at a time which violated the starting time rule, the crew was entitled to an extra day.

(2) Railroads have had to start engines at hours before or after needed, resulting in much idle time. For example, one engine could do the work if started at 11 a.m. and worked until 7 p.m., but the railroads instead must use two engines—one starting at 8 a.m. and working until 4 p.m., another starting at 4 p.m. and working until midnight.

Bread on the waters

"To prevent excessive cost," says one railroad officer, "we have had to curtail service to patrons—and no doubt have lost business to competitors as a result."

DOUBLE PAY

Terminal overtime

Under present rules, road train and engine crews receive additional compensation when delayed at their initial or final terminal, despite the fact that they are under pay from the time of going on duty at their initial terminal, until relieved at their final terminal. This results in double pay.

For example, on a through freight run of 160 miles, a five-man crew goes on duty at 9:45 a.m. It is delayed 1 hour, 35 minutes, getting out. After arriving at the final terminal, it is delayed a sufficient time to entitle the men to three hours' pay as final terminal delay. They then go off duty at 7:05 p.m. This crew was actually on duty only 9 hours and 20 minutes. But the crew is paid for 16 hours and 8 minutes.

WASTE CONCEDED

Telling confession

At a place where two railroads cross, Railroad A had for many years operated switches and signals from a signal tower. Railroad B had a dispute with employees—which was settled by a rather complex agreement.

In interpreting this agreement, a referee for the Adjustment Board ordered Railroad B to employ three switchtenders to operate the switches (already being done by the other railroad under a long-standing contract). The referee made this award, in his own words, *"irrespective of the waste of manpower involved (and) the retardation of technical improvements . . ."*

PROTOCOL

Character of work

On a small belt railroad, a switch engine pushes loaded coal hoppers to a dumper. But the same engine cannot shove the empties away. This would be an infraction of the character of work rule, and the pusher crew would be entitled to an extra day's pay for having changed assignments in the middle of the day. So when the jam of empties halts work, the pusher sits idle while a shover engine rids the area of the empties.

A relief yard engine crew was late reporting due to a snow storm, so the yard engine crew on duty worked 1 hour and 30 minutes overtime with the snowbound force's ground crew. They were paid the overtime—but they claimed instead an additional day because they had been put on a different "assignment." A referee gave them the extra day.

AGE BEFORE DUTY

Seniority or experience?

Seniority rules may be basically sound, but they were never intended to interfere with efficiency.

Item: A switchman was not called for a shop job because he was inexperienced—a fact he did not deny. However, he held seniority for the job. He claimed, and received, time and a half for 9½ hours for a job he didn't—and couldn't—perform. In the view of the referee, no rule was shown "subordinating seniority to experience."

MAN BITES DOG

Fuller explanation

A hostler claimed an extra day's wages for doing machinist's work because he was required to separate a six-unit diesel. The claim was denied since the agreement clearly stated that enenginemen could be required to separate engines when no mechanical department forces were on duty. Then the union general chairman explained that he had known all along that the claim was no good, but he had filed it because "I wanted to call attention to an instance where the hostler actually did perform some work."

Note: Time studies on one railroad recently showed less than one hour of productive work on many hostler shifts—work that can easily be done by other terminal employees. Hostlers came in with steam, but they did not go out with steam.

SICK RULES

Costly oversight

Shop employees moved an engine from the roundhouse to the pit track—but in making the movement it was necessary to use a few feet of track generally used by yard crews in yard service.

A conductor and two brakemen put in a claim for a day's pay for not moving the engine over the few feet of track. They got the money.

In this case the railroad had signed an agreement forbidding shop employees from handling self-propelled equipment beyond engine terminal limits—forgetting that in this particular yard the agreement didn't make sense.

In sustaining the claim, the referee noted: "We must be controlled not by what we think the agreements should be but by what they are, as made by the parties."

IF AT FIRST YOU DON'T SUCCEED. . .

Raising the dead

A passenger fireman on a southern road claimed an extra day's pay at brakeman's rates because he threw a single switch while taking his engine to the roundhouse. A referee sustained the claim—although in five similar cases on the same railroad, five other referees had denied the extra day's pay.

In a dissent, the carrier members of the Adjustment Board noted: "It is such awards as this, seeking to breathe new life into dead issues, that contribute to the backlog of unfinished business . . . by encouraging the filing of claims devoid of merit with the hope that now and again, as here, one such will be sustained."

THE ART OF FENCE-BUILDING

Perilous crossing

The ancient art of building fences around jobs—to prevent encroachment by any fellow-worker—flourishes on the railroads. Unauthorized persons cross these fences at the peril of the company's pocketbook. Items:

A switchman was instructed by the yardmaster to set hand brakes to secure the rear end of a train whose crew had been relieved from duty under the Hours of Service Law. He set the brakes—and was rewarded with an extra day's pay for his trouble.

A yard crew failed to release a hand brake on a car cut into a train. The road brakeman released the brake—and for so doing claimed, and got, an extra day's pay at yard rates.

A foreman on a switch engine spent 10 minutes throwing a switch for an incoming passenger train. For the 10 minutes he got an extra day's pay at yard rates.

Due to lack of shop trackage, a yard crew left two bad order cars on a lead track connecting the yard with the shop tracks. Shop crews from the mechanical department moved the two cars to the shop tracks by pinch bar. A yard conductor and two brakemen demanded, and received, a day's pay because they were not called to do the job. A referee held that "whether the power used is by a locomotive, crane or pinch bar, the result is the same."

CLERKS BUILD FENCES, TOO

Help not wanted

The clerks have a rule against "suspending work to absorb overtime." It is another example of a basically good rule that has been distorted.

Originally the rule was intended to prevent a supervisor from sending a clerk home after a few hours' work, then calling him back later in the day to do work that might otherwise have been overtime. But it now works like this:

If Clerk A has more than he can do, and Clerk B has *no* work, Clerk B cannot help Clerk A because in so doing he might be depriving Clerk A of overtime. The result is a slowdown.

KEYED TO YESTERDAY

Tenacious telegraphers

The telegraph key has all but vanished from the railroad scene. Over 95% of all railroad communication is handled either by radio or telephone. But telegraphers jealously guard their traditional prerogatives.

In one case, a train order was taken directly over the telephone by the conductor, because the nearest telegrapher was 232 miles away. But the telegrapher was paid for the job because the railroad didn't move him 232 miles to perform it.

Another telegrapher was called on the telephone at his home to report for work. He reported for work, and was paid. Then he demanded an extra two hours' pay for answering the telephone at home. In this case, the claim was denied.

The fact it was filed at all is indicative of the kind of work rule grievances often pressed by the unions.

Telegraphers have had tough going as their craft has started to disappear, and it is to their credit that they have made certain concessions to changed conditions. But their grip remains strong—and costly. Telegraphers still must be employed in many outposts where they may have only a few minutes' work a day. If a train order is taken by telephone while they are not on duty, they get three or four hours' pay for not being called.

The lonely station agents

The flames of local civic pride—often with some encouragement from the unions—keep open hundreds of small stations no longer essential to anyone. Again, the railroads count the cost in the millions.

One midwestern road has station agents who work as little as six minutes a day, earn at much as $161 an hour for each hour actually worked. Ninety-four agents at one-man stations on this railroad earned an average of $14 an hour for time worked in 1956. The road has appealed to a state commission for permission to consolidate the stations.

A southeastern railroad maintained a freight agent in a town with a single industry. When the industry closed down, there were no more shipments for the agent to handle—but he has remained on the payroll for several months pending a decision.

THE IMMORTAL JOBS

Spare that yard

The railroad that tries to abolish—or even transfer—a yard crew may be in for grave trouble.

One railroad did abolish an obsolete yard operation. Several years later it had to pay all of the members of the yard crew all of the money they would have earned had the yard continued to operate. Finding the vanished crew posed its own problems. One had become a postmaster; another was a farmer; still another was in jail. All were finally paid.

Costly compromise

An agreement negotiated in 1947 provides for the elimination of yard service where not needed—but only if management and labor can agree that abolition is justified. Many railroads have found such agreements are all but unattainable.

A partial solution is keeping the yard crew on the payroll but removing the yard engine. Then when a road freight makes one of its rare visits to the yard, the yard crew uses the road engine to perform their few chores, while the road crew sits idle. The railroad saves the cost of maintaining a yard engine—but still pays two crews for the work one could do.

CAUSES ▲
EFFECTS ▼

'Make-Work' doesn't make jobs. It destroys them.

Average Number of Employees

1921	1,659,513	1940	1,026,956
1922	1,645,244	1941	1,139,753
1923	1,805,780	1942	1,271,077
1924	1,777,391	1943	1,355,114
1925	1,769,099	1944	1,413,672
1926	1,805,780	1945	1,420,266
1927	1,760,999	1946	1,358,838
1928	1,680,187	1947	1,351,961
1929	1,686,769	1948	1,326,906
1930	1,510,688	1949	1,191,444
1931	1,278,175	1950	1,220,784
1932	1,048,568	1951	1,276,000
1933	970,893	1952	1,226,663
1934	1,008,995	1953	1,206,312
1935	994,078	1954	1,064,705
1936	1,065,970	1955	1,058,216
1937	1,115,077	1956	1,042,664
1938	939,505	1957	986,500
1939	987,943	Jan. '58	885,971

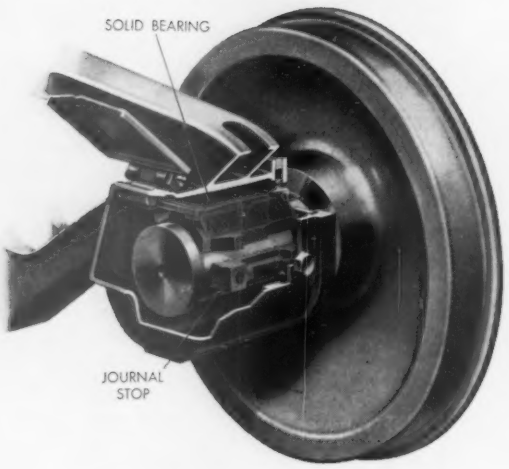
HOW TO OPEN THE TRAP—PAGE 50

HOW SOLID BEARINGS AND JOURNAL STOPS HELP

It's a fact...

that MAGNUS R-S JOURNAL STOPS can cut total bearing operating costs to less than 13 cents per car day!

Here's the low-cost way to get better bearing performance fast—save almost $35 per year now on every freight car equipped with Journal Stops



Railroads using R-S Journal Stops today save about $35.00 per car year in reduced operating costs alone —fewer hot boxes, longer bearing and axle life, and reduced service attention. They save the complete cost of the R-S Journal Stops, including installation, in less than 3 years — bring the total cost of solid bearing operation down to less than 13¢ per car day.

That's just one of the facts about low-cost solid bearings with R-S Journal Stops — proved now on over 5000 cars in service. Potential savings are even greater. That's because R-S Journal Stops stabilize the bearing assembly, give the low-cost solid bearing a chance to work at optimum efficiency. That cuts truck maintenance costs all along the line. It

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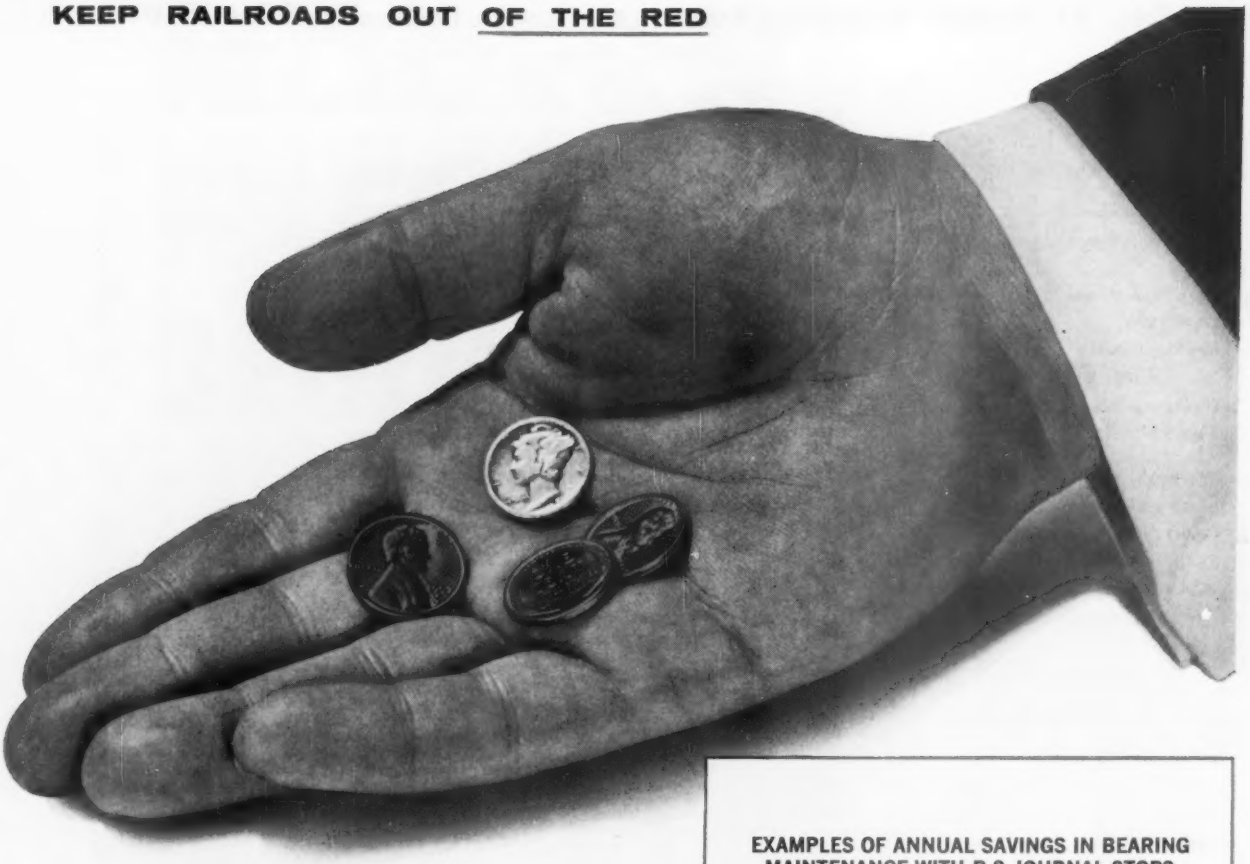
KEEP RAILROADS OUT OF THE RED



assures the practicability of 3-year repack intervals and reduces the requirements for an effective rear seal.

And with R-S Journal Stops you still have all the advantages which low-cost solid bearings bring to railroad rolling stock. You can take the maximum load, make the fastest schedule. You save excess dead weight and get lowest possible running resistance in pounds per ton. Best of all, you'll be sure of the kind of bearing performance you want at a price you can afford to pay.

Write us for *all* the facts. Magnus Metal Corporation, 111 Broadway, New York 6; or 80 E. Jackson Blvd., Chicago 4.

EXAMPLES OF ANNUAL SAVINGS IN BEARING MAINTENANCE WITH R-S JOURNAL STOPS

Description	Without Stops	With Stops	Savings
Repairing Hot Box Set-Outs ...	$9.05	$0.91	$8.14
Damage to Equipment	2.01	.20	1.81
Fires Due to Hot Boxes	.29	.03	.26
Cut Journals	1.35	.34	1.01
Defective Brgs., Routine Insp. .	2.69*	1.35	1.34
Routine Yard Inspection	40.82	24.11	16.71
Material—Not Included Above			
Defective Bearing Replacements	4.36*	2.18	2.18
New Axles	3.35	.84	2.51
Spring Packing Retainers	.46	.00	.46
		TOTAL SAVINGS	$34.42

**Technical Advisory Committee figures. Other figures in this column based on 1954 costs as determined by AAR.*

MAGNUS

Solid Bearings

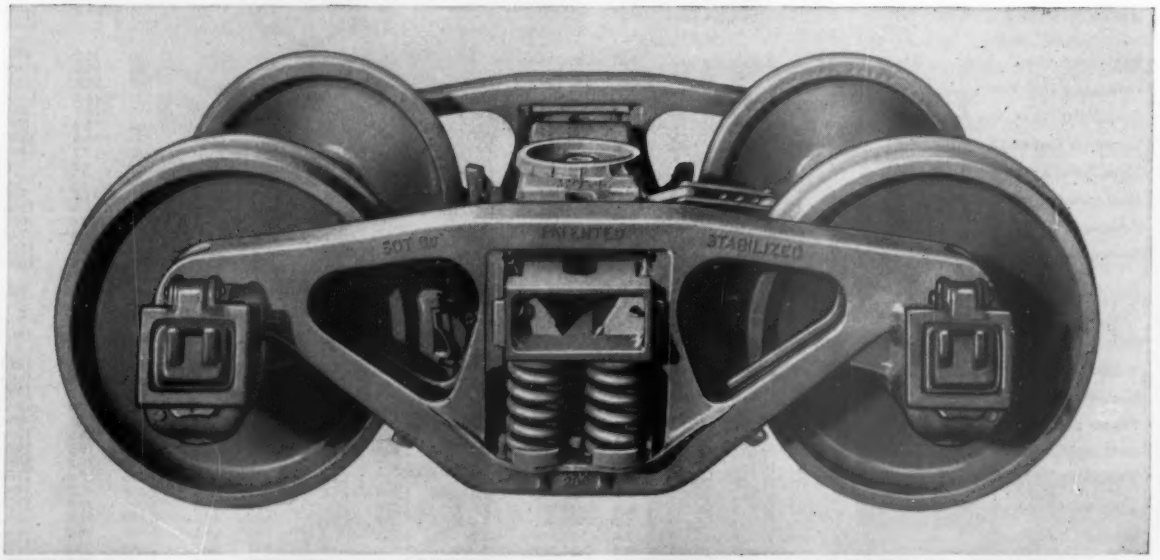
RIGHT FOR RAILROADS
... In performance ... In cost

Subsidiary of **NATIONAL LEAD COMPANY**

Dec. '57 Freight Operating Statistics of Large Railroads—Selected Items

Region, Road and Year		Miles of road operated	Train miles	Locomotive Miles: Principal and helper	Locomotive Miles: Light	Car Miles: Loaded (thousands)	Car Miles: Per cent loaded	Ton-miles (thousands): Gross excl.locos & tenders	Ton-miles (thousands): Net rev. and non-rev	Road-locos. on lines: Serviceable: Unstored	Road-locos. on lines: Serviceable: Stored	Road-locos. on lines: B.O.	Road-locos. on lines: Per cent B.O.
New Eng. Region	Boston & Maine	1957	1,559	223,976	223,976	4,455	7,954	56.7	585,083	216,894	75	2	5	6.1
		1956	1,560	239,663	246,325	11,024	9,347	66.2	621,773	257,407	68	..	3	4.2
	N. Y., N.H. & Htfd	1957	1,739	236,495	236,508	15,883	9,278	60.3	633,529	246,339	80	..	10	11.1
		1956	1,739	257,731	257,721	20,407	10,871	66.5	693,265	279,839	91	..	5	5.2
Great Lakes Region	Delaware & Hudson	1957	764	159,270	164,883	6,474	8,053	58.9	599,488	286,519	38	..	2	5.0
		1956	771	186,016	192,670	8,295	10,052	68.3	711,398	369,384	40	..	1	2.4
	Del., Lack. & Western	1957	928	237,117	245,169	16,243	10,321	61.3	718,467	289,705	53	2	5	8.3
		1956	962	281,016	295,436	30,148	12,759	68.0	848,326	372,673	64	..	..	..
	Erie	1957	2,207	504,531	507,306	13,501	26,478	63.4	1,722,304	649,892	172	..	1	.6
		1956	2,207	599,709	607,937	22,421	32,623	66.9	2,081,195	839,715	169	..	2	1.2
	Grand Trunk Western	1957	951	239,198	247,420	1,675	7,420	56.2	555,758	210,668	48	12	15	20.0
		1956	951	274,783	280,018	1,983	8,365	57.2	620,968	241,985	57	1	17	22.7
	Lehigh Valley	1957	1,117	205,780	208,132	3,889	8,277	60.5	589,450	255,187	32	..	2	5.9
		1956	1,134	226,733	230,403	8,000	10,690	66.5	740,312	347,742	33	..	1	2.9
	New York Central	1957	10,570	2,019,861	2,033,102	93,191	77,213	53.6	6,002,595	2,506,510	439	24	32	6.5
		1956	10,565	2,310,896	2,336,374	104,241	95,538	57.9	7,133,311	3,108,958	493	3	58	10.5
	New York, Chic. & St. L.	1957	2,155	606,544	618,394	4,368	24,773	58.6	1,838,723	765,755	146	12	9	5.4
		1956	2,155	746,731	766,440	7,779	31,266	63.2	2,250,140	992,318	169	..	25	12.9
	Pitts. & Lake Erie	1957	221	56,676	56,676	....	1,819	56.4	166,460	95,373	14	..	1	6.7
		1956	221	68,412	68,412	....	2,848	61.8	249,116	148,119	14	..	..	..
	Wabash	1957	2,379	463,954	464,536	4,786	20,098	59.8	1,402,182	525,086	117	..	..	..
		1956	2,379	533,280	534,764	6,432	22,900	63.4	1,541,271	597,738	113	..	..	..
Central Eastern Region	Baltimore & Ohio	1957	5,830	1,377,494	1,477,991	96,376	51,835	56.6	4,425,729	2,017,529	439	44	43	8.2
		1956	5,897	1,654,082	1,841,783	172,998	66,329	60.5	5,337,001	2,555,938	471	13	89	15.5
	Bessemer & Lake Erie	1957	208	33,149	33,386	29	1,019	60.9	107,177	64,581	13	3	..	..
		1956	208	42,417	43,853	289	1,834	64.5	204,080	131,999	14	..	..	..
	Central RR Co. of New Jersey	1957	612	111,248	112,615	5,178	4,137	60.4	331,578	170,800	60	..	7	10.4
		1956	612	128,283	129,859	7,492	5,311	65.3	401,304	214,296	66	..	4	5.7
	Chicago & Eastern Ill.	1957	863	129,065	129,065	4,251	4,986	59.5	400,509	195,676	27	..	1	3.6
		1956	862	129,547	129,547	2,772	5,702	62.3	442,768	229,884	28	..	3	9.7
	Elgin, Joliet & Eastern	1957	236	73,038	73,271	....	2,047	58.3	176,672	94,420	36	2	5	11.6
		1956	236	95,811	96,379	....	2,916	59.4	245,649	129,514	38	..	2	5.0
	Pennsylvania System	1957	9,891	2,558,434	2,721,140	186,453	99,261	56.7	7,803,136	3,412,110	776	68	185	18.0
		1956	9,905	3,039,983	3,232,220	237,870	122,073	62.3	9,118,487	4,229,102	825	5	215	20.5
	Reading	1957	1,302	338,236	336,394	8,991	12,193	55.1	1,093,204	564,743	167	16	13	6.6
		1956	1,303	367,906	370,780	14,652	14,834	61.6	1,258,993	684,038	174	..	18	9.4
	Western Maryland	1957	845	154,660	160,098	8,180	5,858	57.3	534,112	295,872	52	..	..	..
		1956	846	176,373	185,163	12,412	7,479	61.9	652,490	371,197	49	..	..	..
Pocahontas Region	Chesapeake & Ohio	1957	5,067	1,316,296	1,321,821	25,176	53,802	52.1	5,046,351	2,712,581	610	12	9	1.4
		1956	5,067	1,563,656	1,569,722	29,936	65,796	54.1	6,028,974	3,296,163	595	17	61	9.1
	Norfolk & Western	1957	2,109	648,175	701,590	57,738	31,012	53.2	3,073,615	1,637,851	222	31	11	4.2
		1956	2,110	761,366	830,906	75,063	37,159	56.0	3,571,892	1,949,515	217	3	14	6.0
Southern Region	Atlantic Coast Line	1957	5,282	685,867	685,867	6,160	22,195	53.1	1,755,807	725,590	127	8	..	..
		1956	5,283	824,603	824,603	10,709	24,976	54.5	1,958,427	833,222	141	..	5	3.4
	Central of Georgia	1957	1,730	184,987	184,987	1,767	6,616	60.7	499,288	232,867	34	..	2	5.6
		1956	1,731	194,142	194,142	2,034	7,282	65.2	519,876	245,839	34	..	2	5.6
	Florida East Coast	1957	571	142,741	142,741	....	4,230	51.0	339,023	114,084	55	..	..	..
		1956	571	142,595	142,595	....	4,512	52.0	351,245	118,564	48	..	3	5.9
	Gulf, Mobile & Ohio	1957	2,717	267,201	267,201	136	14,160	60.6	1,066,470	493,099	86	..	5	5.5
		1956	2,717	267,248	276,248	461	15,469	66.9	1,086,601	518,388	87	..	4	4.4
	Illinois Central	1957	6,497	1,050,255	1,050,255	29,096	41,636	55.4	3,273,419	1,441,046	237	45	55	16.3
		1956	6,503	1,202,403	1,203,213	34,320	47,593	59.9	3,596,523	1,653,932	312	6	77	19.5
	Louisville & Nashville(*)	1957	5,680	1,050,861	1,052,358	18,860	33,751	55.6	2,699,085	1,258,950	157	..	5	3.1
		1956	5,697	1,122,908	1,128,960	19,667	38,812	60.6	2,914,686	1,446,787	229	..	20	8.0
	Seaboard Air Line	1957	4,049	640,389	640,389	1,967	22,890	54.2	1,837,112	764,146	140	..	6	4.1
		1956	4,051	695,357	695,357	4,073	26,193	60.1	1,991,422	889,611	147	..	8	5.2
	Southern	1957	6,249	816,813	817,025	9,575	36,127	58.8	2,582,922	1,120,618	189	..	19	9.1
		1956	6,251	882,383	882,453	10,683	42,331	63.6	2,896,510	1,312,103	189	13	9	4.3
Northwestern Region	Chicago & North Western (†)	1957	9,252	775,449	775,449	7,484	26,941	57.3	2,107,380	942,935	146	10	14	8.2
		1956	9,296	786,762	787,811	9,556	31,230	64.7	2,172,842	943,714	170	..	7	4.0
	Chicago Great Western	1957	1,437	130,602	130,602	188	6,752	63.9	486,424	222,732	28	..	2	6.7
		1956	1,437	132,782	132,782	205	7,908	68.4	534,186	245,733	31	..	1	3.1
	Chic., Milw., St. P. & Pac.	1957	10,583	839,149	850,462	15,995	34,482	58.1	2,552,830	1,102,184	286	4	5	1.7
		1956	10,620	930,422	944,936	19,420	40,820	62.7	2,860,211	1,268,860	277	1	18	6.1
	Duluth, Missabe & Iron Range	1957	565	26,482	26,482	200	429	42.5	40,104	16,509	40	48	26	22.8
		1956	566	71,061	71,370	1,087	2,432	51.9	241,539	128,496	44	16	13	17.8
	Great Northern	1957	8,262	901,664	904,024	23,026	34,246	67.5	2,392,139	1,097,258	249	64	2	.6
		1956	8,273	1,115,682	1,119,973	37,474	41,296	68.1	2,956,923	1,424,348	246	63	34	9.9
	Minneap., St. P. & S. St. Marie	1957	4,169	399,217	399,753	708	11,401	62.7	791,657	347,470	85	8	3	3.1
		1956	4,169	411,259	412,902	1,643	13,894	62.5	979,258	433,876	82	4	5	5.5
	Northern Pacific	1957	6,533	675,263	681,500	11,882	26,664	64.9	1,861,518	826,532	203	47	3	1.2
		1956	6,536	799,781	815,861	22,890	30,735	62.5	2,213,376	968,924	223	56	29	9.4
	Spokane, Portland & Seattle	1957	944	122,224	122,224	1,099	4,954	69.9	340,525	162,470	54	..	1	1.8
		1956	946	122,431	122,462	1,242	4,863	69.7	341,871	164,212	54	..	3	5.3
Central Western Region	Atch., Top. & S. Fe (incl. G. C. & S. F. and P. & S. F.)	1957	13,172	2,314,767	2,440,624	46,310	100,044	59.2	7,360,867	2,689,378	560	24	100	14.6
		1956	13,150	2,528,824	2,643,571	52,723	114,088	62.9	7,961,878	2,968,531	554	48	67	10.0
	Chic., Burl. & Quincy	1957	8,724	986,651	984,345	24,752	41,020	58.4	3,013,770	1,260,084	142	47	43	18.5
		1956	8,765	1,070,551	1,065,819	27,473	47,264	64.5	3,252,045	1,417,164	161	33	29	13.0
	Chic., Rock I. & Pac.	1957	7,614	919,814	922,911	2,214	35,721	56.0	2,808,600	1,130,284	180	..	6	3.2
		1956	7,581	956,601	960,016	2,001	37,242	60.9	2,708,345	1,125,882	169	..	6	3.4
	Denver & R. G. Wn.	1957	2,155	261,288	281,232	23,968	12,476	69.5	886,946	426,685	79	9	5	5.4
		1956	2,155	311,450	337,025	33,315	15,360	72.1	1,052,377	524,019	74	8	5	5.7
	Southern Pacific	1957	8,035	1,880,710	1,957,190	97,770	83,249	61.6	5,842,482	2,342,370	655	120	25	3.1
		1956	8,038	2,082,198	2,174,032	119,479	94,581	65.5	6,422,965	2,696,778	627	113	49	6.2
	Union Pacific	1957	9,786	1,922,842	1,960,529	66,044	87,519	59.2	6,359,744	2,601,406	339	114	60	11.7
		1956	9,786	2,321,352	2,377,396	99,360	106,707	64.4	7,288,963	3,117,164	413	29	100	18.5
	Western Pacific	1957	1,190	193,151	207,258	8,741	8,621	68.5	569,430	250,475	47	..	..	..
		1956	1,190	226,787	244,687	11,273	10,385	71.6	667,466	301,413	47	..	..	..
Southwestern Region	Kansas City Southern	1957	886	132,814	132,820	50	7,386	62.9	571,841	262,694	26	..	1	3.7
		1956	886	148,268	148,298	132	8,495	66.9	626,277	291,903	26	..	1	3.7
	Louisiana & Arkansas	1957	746	77,873	77,873	56	3,864	61.2	315,860	149,037	21	..	..	..
		1956	746	95,610	95,610	..	4,240	63.4	331,343	154,680	15	..	..	..
	Mo.-Kans.-Texas Lines	1957	3,059	230,549	230,569	2,224	10,428	57.4	772,670	331,381	77	..	2	2.5
		1956	3,171	375,760	375,760	4,468	15,173	63.7	1,003,008	346,860	81	..	..	..
	Missouri Pacific	1957	9,586	1,111,511	1,111,511	8,286	49,345	58.9	3,669,614	1,586,245	192	25	33	13.2
		1956	9,662	1,215,203	1,215,203	10,444	53,959	63.4	3,854,798	1,718,656	318	..	46	12.6
	Texas & Pacific	1957	1,822	292,680	292,680	2,855	14,089	58.3	1,075,665	388,981	42	..	2	4.5
		1956	1,822	300,833	300,833	4,051	15,066	61.1	1,134,635	430,798	47	..	..	..
	St. Louis-San Francisco	1957	4,558	583,782	583,782	5,464	21,480	61.4	1,537,124	682,504	96	..	12	11.1
		1956	4,573	643,797	643,797	6,055	25,620	66.0	1,739,327	789,185	99	..	15	13.2
	St. Louis Southw. Lines	1957	1,554	289,800	289,806	1,397	13,278	63.4	885,822	395,975	56	..	1	1.8
		1956	1,554	334,620	334,670	1,578	15,385	66.5	999,206	446,659	54	..	1	1.8
	Texas & New Orleans	1957	4,271	577,315	577,315	567	25,926	60.1	1,911,312	824,455	141	..	..	..
		1956	4,285	645,134	645,134	618	27,646	64.6	1,935,050	854,313	141	..		1.4

MODERN FREIGHT CARS BEGIN WITH



BARBER

STABILIZED TRUCKS

MORE THAN 475,000 CAR SETS OF SM-O-O-O-O-THER RIDING BARBER STABILIZED TRUCKS SOLD

Standard Car Truck Company, 332 S. Michigan Ave., Chicago 4, Illinois.
In Canada: Consolidated Equipment Company, Ltd., Montreal 2, Quebec.

Dec. '57 Freight Operating Statistics of Large Railroads — Selected Items

Region	Road	Year	Freight cars on line: Home	Foreign	Total	Per Cent B.O.	G.t.m.per train-hr. excl.locos and tenders	G.t.m.per train-mi. excl.locos and tenders	Net ton-mi. per train-mile	Net ton-mi. per l'd car-mile	Net ton-mi. per car-day	Car-miles per car-day	Net daily ton-mi. per road-mi.	Train-miles per train-hour	Miles per loco. per day
New Eng. Region	Boston & Maine	1957	3,286	7,007	10,293	1.8	42,336	2,620	971	27.3	678	43.8	4,488	16.2	101.3
		1956	1,338	8,992	10,330	1.9	38,880	2,599	1,076	27.5	783	43.0	5,323	15.0	128.8
	N. Y., N.H. & Htfd	1957	4,218	10,620	14,838	3.0	42,818	2,679	1,042	26.6	519	32.4	4,570	16.0	108.8
		1956	2,486	13,782	16,268	2.3	43,465	2,690	1,086	25.7	549	32.1	5,191	16.2	112.2
Great Lakes Region	Delaware & Hudson	1957	6,630	4,569	11,199	4.3	67,012	3,784	1,808	35.6	899	42.9	12,098	17.8	151.9
		1956	2,215	7,391	9,606	4.1	66,195	3,840	1,994	36.7	1,286	51.2	15,455	17.3	172.7
	Del., Lack. & Western	1957	7,801	8,355	16,156	6.1	55,790	3,077	1,241	28.1	573	33.3	10,070	18.4	149.8
		1956	4,308	12,395	16,703	2.5	53,999	3,073	1,350	29.2	755	38.0	12,497	17.9	177.0
	Erie	1957	11,318	14,526	25,844	4.6	69,904	3,443	1,299	24.5	805	51.7	9,499	20.5	109.5
		1956	6,078	22,394	28,472	2.1	69,797	3,504	1,414	25.7	970	56.3	12,273	20.1	130.5
	Grand Trunk Western	1957	6,447	7,297	13,744	6.6	52,549	2,344	888	28.4	500	31.3	7,146	22.6	109.6
		1956	4,317	8,989	13,306	7.0	50,026	2,283	890	28.9	582	35.2	8,208	22.1	130.6
	Lehigh Valley	1957	5,029	8,790	13,819	6.0	64,477	2,881	1,247	30.8	593	31.8	7,370	22.5	220.1
		1956	4,208	10,026	14,234	5.6	71,645	3,300	1,550	32.5	787	36.4	9,892	21.9	245.3
	New York Central	1957	71,109	70,339	141,448	4.0	52,345	3,002	1,254	32.5	575	33.0	7,649	17.6	157.1
		1956	49,445	98,353	147,798	2.5	51,405	3,157	1,376	32.5	680	36.1	9,493	16.7	153.4
	New York, Chic. & St. L.	1957	13,584	9,415	22,999	9.4	55,700	3,068	1,278	30.9	1,062	58.6	11,463	18.4	129.9
		1956	7,986	14,787	22,773	6.5	54,973	3,070	1,354	31.7	1,297	64.6	14,854	18.2	141.4
	Pitts. & Lake Erie	1957	8,563	4,225	12,788	9.3	51,361	2,945	1,687	52.4	264	8.9	13,921	17.5	131.3
		1956	2,553	9,448	12,001	4.1	50,934	3,680	2,188	52.0	407	12.7	21,620	14.0	172.4
	Wabash	1957	9,550	10,350	19,900	5.5	65,765	3,031	1,135	26.1	847	54.2	7,120	21.8	140.1
		1956	8,506	11,535	20,041	4.2	62,488	2,904	1,126	26.1	960	58.0	8,105	21.6	163.1
Central Eastern Region	Baltimore & Ohio	1957	62,555	38,041	100,596	7.6	51,278	3,260	1,486	38.9	653	29.6	11,163	16.0	98.6
		1956	43,490	55,290	98,780	3.4	51,354	3,283	1,572	38.5	843	36.2	13,982	15.9	118.8
	Bessemer & Lake Erie	1957	8,771	575	9,346	8.9	57,345	3,435	2,070	63.4	233	6.0	10,016	17.7	82.2
		1956	5,047	721	5,768	8.7	78,917	5,034	3,256	72.0	768	16.5	20,471	16.4	112.0
	Central RR Co. of New Jersey	1957	4,641	8,515	13,156	9.9	43,366	3,090	1,592	41.3	421	16.9	9,003	14.5	82.0
		1956	2,071	11,056	13,127	6.2	45,111	3,277	1,750	40.3	538	20.4	11,295	14.4	89.1
	Chicago & Eastern Ill.	1957	3,738	2,200	5,938	12.6	58,777	3,117	1,523	39.2	1,041	44.6	7,314	18.9	158.2
		1956	2,594	3,985	6,579	7.8	60,413	3,440	1,786	40.3	1,178	46.9	8,603	17.7	148.6
	Elgin, Joliet & Eastern	1957	7,733	5,496	13,229	4.7	21,766	2,562	1,369	46.1	222	8.3	12,906	9.0	72.2
		1956	6,653	12,079	18,732	5.6	19,775	2,705	1,426	44.4	230	8.7	17,703	7.7	101.7
	Pennsylvania System	1957	119,673	73,480	193,153	10.7	54,323	3,125	1,367	34.4	568	29.1	11,128	17.8	98.0
		1956	105,539	90,451	195,990	7.2	52,038	3,085	1,431	34.6	696	32.2	13,773	17.3	114.2
	Reading	1957	19,661	15,136	34,797	6.1	52,528	3,271	1,690	46.3	527	20.7	13,992	16.1	68.7
		1956	10,611	26,193	36,804	2.3	51,087	3,428	1,862	46.1	630	22.2	16,935	14.9	79.0
	Western Maryland	1957	9,250	2,662	11,912	2.2	50,810	3,543	1,963	50.5	849	29.3	11,295	14.7	116.4
		1956	5,259	4,480	9,739	2.3	51,414	3,799	2,161	49.6	1,173	38.2	14,154	13.9	150.6
Pocahontas Region	Chesapeake & Ohio	1957	72,865	21,360	94,225	1.1	74,686	3,857	2,073	50.4	932	35.5	17,269	19.5	70.5
		1956	52,697	26,649	79,346	.5	74,393	3,879	2,121	50.1	1,322	48.8	20,984	19.3	81.3
	Norfolk & Western	1957	50,473	7,820	58,293	.5	84,266	4,859	2,589	52.8	943	33.5	25,052	17.8	99.8
		1956	39,657	11,084	50,741	.8	81,608	4,828	2,635	52.5	1,313	44.7	29,805	17.4	131.3
Southern Region	Atlantic Coast Line	1957	26,317	15,369	41,686	2.4	47,202	2,572	1,063	32.7	571	32.9	4,431	18.4	182.8
		1956	19,539	17,627	37,166	4.6	45,344	2,386	1,015	33.4	747	41.1	5,088	19.1	195.6
	Central of Georgia	1957	5,185	3,719	8,904	3.7	29,080	2,706	1,262	35.2	832	39.0	4,342	18.2	183.3
		1956	2,695	5,308	8,003	3.3	49,142	2,682	1,268	33.8	946	43.0	4,581	18.4	186.7
	Florida East Coast	1957	667	5,101	5,768	.4	40,563	2,390	804	27.0	698	50.7	6,445	17.1	90.5
		1956	300	5,742	6,042	.3	39,457	2,472	835	26.3	734	53.8	6,698	16.0	102.2
	Gulf, Mobile & Ohio	1957	8,533	7,914	16,447	6.7	79,439	3,999	1,849	34.8	943	44.6	5,854	19.9	102.0
		1956	5,296	10,301	15,597	6.7	77,904	3,935	1,877	33.5	1,079	48.2	6,155	19.8	105.9
	Illinois Central	1957	32,861	15,220	48,081	2.3	54,963	3,151	1,387	34.6	956	49.9	7,155	17.6	110.7
		1956	25,521	26,429	51,950	1.9	52,901	3,030	1,394	34.8	1,051	50.5	8,204	17.7	109.2
	Louisville & Nashville(*)	1957	44,003	11,227	55,230	4.6	48,891	2,574	1,226	38.1	753	35.6	7,303	19.0	233.5
		1956	32,678	17,451	50,129	3.7	48,871	2,602	1,292	37.3	939	41.5	8,192	18.8	158.7
	Seaboard Air Line	1957	27,999	11,539	39,538	1.8	55,345	2,937	1,222	33.4	715	39.5	6,088	19.3	164.4
		1956	13,097	17,620	30,717	1.8	54,327	2,926	1,307	34.0	943	46.2	7,084	19.0	170.0
	Southern	1957	20,233	24,767	45,000	5.1	53,355	3,173	1,377	31.0	818	44.8	5,785	16.9	143.3
		1956	15,361	23,106	38,467	4.1	56,680	3,297	1,494	31.0	1,051	53.3	6,771	17.3	149.0
Northwestern Region	Chicago & North Western (†)	1957	25,382	23,515	48,897	4.7	50,594	2,736	1,224	35.0	629	31.4	3,288	18.6	155.4
		1956	15,691	33,326	49,017	4.6	49,938	2,813	1,222	30.2	608	31.1	3,275	18.1	148.1
	Chicago Great Western	1957	2,964	3,738	6,702	3.4	71,250	3,734	1,710	33.0	1,086	51.5	5,000	19.1	146.6
		1956	1,753	3,723	5,476	3.7	78,372	4,030	1,854	31.1	1,355	63.8	5,516	19.5	139.8
	Chic., Milw., St. P. & Pac.	1957	38,812	23,651	62,463	5.3	60,362	3,053	1,318	32.0	574	30.9	3,360	19.8	101.9
		1956	29,042	30,609	59,651	6.2	60,639	3,085	1,368	31.1	682	35.0	3,854	19.7	112.1
	Duluth, Missabe & Iron Range	1957	14,004	587	14,591	5.1	22,120	1,575	648	38.5	366	2.2	943	14.6	8.9
		1956	13,102	946	14,048	3.6	58,343	3,605	1,918	52.8	284	10.4	7,323	17.2	39.7
	Great Northern	1957	27,603	16,430	44,033	2.9	56,210	2,681	1,230	32.0	824	38.1	4,284	21.2	101.7
		1956	21,804	18,839	40,643	2.8	55,048	2,681	1,291	34.5	1,081	46.0	5,554	20.8	117.4
	Minneap., St. P. & S. St. Marie	1957	7,741	6,468	14,209	3.5	44,633	1,987	872	30.5	758	39.7	2,689	22.5	151.2
		1956	6,304	9,411	15,715	4.0	50,164	2,397	1,062	31.2	917	46.9	3,357	21.1	165.1
	Northern Pacific	1957	22,283	11,457	33,740	3.7	59,010	2,761	1,229	31.1	774	38.3	4,091	21.4	95.2
		1956	18,690	18,485	37,175	3.5	55,893	2,777	1,216	31.5	858	43.9	4,782	20.2	94.4
	Spokane, Portland & Seattle	1957	1,605	3,529	5,134	2.7	40,048	2,809	1,340	32.8	995	43.4	5,552	14.4	84.3
		1956	1,182	4,592	5,774	1.6	41,434	2,813	1,351	33.8	969	41.2	5,600	14.8	80.2
Central Western Region	Atch., Top. & S. Fe (incl. G. C. & S. F. and P. & S. F.)	1957	59,068	30,841	89,909	6.1	74,385	3,185	1,164	26.9	958	60.0	6,586	23.4	125.1
		1956	55,066	37,531	92,597	4.5	76,181	3,152	1,175	26.0	1,044	63.8	7,282	24.2	137.9
	Chic., Burl. & Quincy	1957	23,198	18,889	42,087	3.1	65,718	3,062	1,280	30.7	979	54.5	4,659	21.5	145.0
		1956	19,569	22,031	41,600	3.2	66,579	3,046	1,327	30.0	1,078	55.7	5,216	21.9	163.2
	Chic., Rock I. & Pac.	1957	19,470	22,208	41,678	5.0	62,358	3,059	1,231	31.6	877	49.5	4,789	20.4	171.4
		1956	12,618	21,850	34,468	5.3	59,182	2,836	1,179	30.2	1,065	57.9	4,791	20.9	185.3
	Denver & R. G. Wn.	1957	8,976	4,726	13,702	2.9	61,881	3,405	1,638	34.2	1,019	42.9	6,387	18.2	112.4
		1956	7,125	7,039	14,164	3.6	61,846	3,389	1,688	34.1	1,158	47.1	7,844	18.3	145.9
	Southern Pacific	1957	35,371	33,077	68,448	2.0	65,385	3,136	1,257	28.1	1,049	60.5	9,404	21.0	89.9
		1956	28,606	34,875	63,481	2.0	63,273	3,125	1,312	28.5	1,228	65.8	10,823	20.5	99.8
	Union Pacific	1957	35,682	28,171	63,853	1.9	85,152	3,332	1,363	29.7	1,322	75.1	8,575	25.7	131.3
		1956	29,850	34,386	64,236	2.1	78,884	3,165	1,354	29.2	1,556	82.7	10,275	25.1	148.5
	Western Pacific	1957	3,177	2,130	5,307	3.1	75,521	2,983	1,312	29.1	1,476	74.1	6,790	25.6	154.2
		1956	2,214	3,273	5,487	2.1	76,308	2,970	1,341	29.0	1,567	75.4	8,171	25.9	181.8
Southwestern Region	Kansas City Southern	1957	2,342	4,958	7,300	4.0	91,174	4,336	1,992	35.6	1,143	51.1	9,564	21.2	187.4
		1956	1,694	5,770	7,464	4.1	90,021	4,259	1,985	34.4	1,317	57.3	10,628	21.3	217.2
	Louisiana & Arkansas	1957	2,166	3,374	5,540	5.1	80,331	4,069	1,920	38.6	872	36.9	6,445	19.8	151.0
		1956	1,569	3,557	5,126	6.4	69,275	3,476	1,623	36.5	975	42.1	6,689	20.0	221.6
	Mo.-Kans.-Texas Lines	1957	5,964	5,481	11,445	6.6	61,759	3,370	1,445	31.8	948	51.9	3,495	18.4	103.6
		1956	4,339	6,841	11,180	5.7	58,759	2,676	925	22.9	1,011	69.4	3,529	22.0	162.0
	Missouri Pacific	1957	27,398	19,329	46,727	5.0	69,759	3,310	1,431	32.1	1,097	58.0	5,338	21.1	125.5
		1956	19,080	25,670	44,750	2.0	67,368	3,185	1,420	31.9	1,222	60.5	5,743	21.2	112.4
	Texas & Pacific	1957	4,603	5,035	9,638	3.4	78,281	3,700	1,338	27.6	1,331	82.7	6,887	21.3	225.2
		1956	3,223	6,578	9,801	2.5	80,017	3,792	1,440	28.6	1,441	82.5	7,627	21.2	200.7
	St. Louis-San Francisco	1957	15,214	8,442	23,656	1.7	57,163	2,639	1,172	31.8	934	47.8	4,830	21.7	196.2
		1956	11,766	11,070	22,836	3.7	57,662	2,716	1,232	30.8	1,087	53.5	5,567	21.3	197.7
	St. Louis Southw. Lines	1957	3,063	4,499	7,562	1.7	70,883	3,063	1,369	29.8	1,742	92.1	8,220	23.2	175.0
		1956	2,145	4,236	6,381	1.2	68,528	2,991	1,337	29.0	2,221	115.0	9,272	22.9	205.3
	Texas & New Orleans	1957	8,970	15,108	24,078	1.4	70,533	3,329	1,436	31.8	1,126	58.9	6,227	21.3	140.9
		1956	5,836	15,663	21,499	1.7	62,258	3,018	1,332	30.9	1,264	63.3	6,431	20.8	155.3

*Includes operations of Nashville, Chattanooga & St. Louis Ry. Co. merged into Louisville & Nashville R. R. Co. on August 30, 1957.
†Includes operations of Chicago, St. Paul, Minneapolis & Omaha Ry. Co., under lease, effective Jan. 1, 1957.
Compiled by the Bureau of Transport Economics and Statistics, Interstate Commerce Commission. Subject to revision.

Rail-end buildup

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L&N PR Program Paying Off

The Louisville & Nashville has eased the burden of a quartet of mainline passenger trains that didn't earn their keep. It credits a new approach in its public relations activities.

Trains 1 and 4 between Cincinnati and New Orleans posted a 1956 deficit of $614,604; trains 2 and 3, on the Cincinnati -Montgomery run, lost $231,318. L&N wanted to consolidate the trains between Cincinnati and Montgomery (604 miles). The doubled up train would run Cincinnati-New Orleans via Montgomery, providing passenger, mail and express service to every point that had been served previously.

The road applied for the necessary authority in three southern states. Permission came with "gratifying" speed. In all three states, authority was granted within 35 days after the hearing.

Immediate, rock-hard result: an annual saving of more than $700,000.

The story starts in mid-1957, when public relations committees were set up on each division with a traffic representative as chairman. The division superintendent or trainmaster, or both, were included on the committee.

W. Gavin Whitsett, assistant to the president, handled direction of the program. Some basic objectives of the new approach:

- To do a "day-in and day-out job to maintain good relations in the communities we serve.
- "To know and to be known by the people who govern or influence policies in these towns.
- "To know whom to go to when we need help, and in turn, for those people in those towns to know whom to approach when they need something from the railroad."

After deciding to combine the trains L&N officers met with the PR committees to explain the reasons for the proposal.

L&N also discussed the problem with representatives of the brotherhoods. "Although legislative representatives [of the unions] appeared at the hearing to oppose us," Mr. Whitsett said, "nevertheless. . . there was no ill will engendered."

The committees went into each of the communities, called on key people presenting the railroad's case.

When the hearings were held, the road had practically no public opposition, a tribute to the PR program.

A major result of the new PR concept, Mr. Whitsett feels, is that "division officials are possibly more aware of the necessity of maintaining good relations with our local agent, recognizing that he represents our company in his city."

In addition, Mr. Whitsett said, the program has encouraged division officials to become better acquainted with the key people in the towns L&N serves.

Railroading After Hours with Jim Lyne

"NOTHING BUT-ERS"—When things aren't going the way they should, there is always the temptation to ascribe the trouble to a single cause. Actually, there are few difficulties that an industry runs into which have only one origin.

Some people are saying that railroad troubles are "nothing but" the passenger deficit; or "nothing but" the exemption from regulation of farm-product trucking; or "nothing but" costly working rules; or "nothing but" grossly unequal taxation of railroad property.

Any one of these factors constitutes a major and unjustifiable handicap to the prosperity of the railroads and railroad people—and most of these handicaps can be removed only by government. I don't think the railroads can afford to be satisfied with getting out from under just one or two of these burdens—but that the effort ought to embrace them all.

WORKING RULES—Among these burdens is that of restrictive working rules, which are outlined in an article elsewhere in this issue. This isn't by any means the biggest of the handicaps encountered by the railroad industry, but it is certainly an important part of the whole picture, and one that needs patient exploration.

It isn't a question of finding out "Who's to blame?" Nobody living is to blame for the pattern that the working rules has taken. It isn't a matter of putting anybody in the pillory, but of recognizing the problem and encouraging everyone that can, to do something to solve it. It's like the hot-box problem that we report upon so frequently in these pages. There aren't a lot of people deliberately causing hot-boxes, and to blame for them—so it's a matter of facing the fact that there are hot-boxes and exploring the ways to reduce or terminate them.

GOOD RAILROADERS—Having been in and around railroads all my life, I know there's just as high a ratio of real railroaders among the brothers as among the officers. Their desire to protect jobs is praiseworthy—but maybe there are better ways of doing this than by "make-work" rules. I happen to believe so myself, and suspect almost everybody would, if all the facts were to be aired and honestly discussed.

J. W. BARRIGER, AUTHOR—A couple of years ago, I had the job of editing for publication John Barriger's book, "Super-Railroads for a Dynamic American Economy." We printed a first edition of 5,000 and a second of 3,000, and there aren't even a dozen copies left unsold.

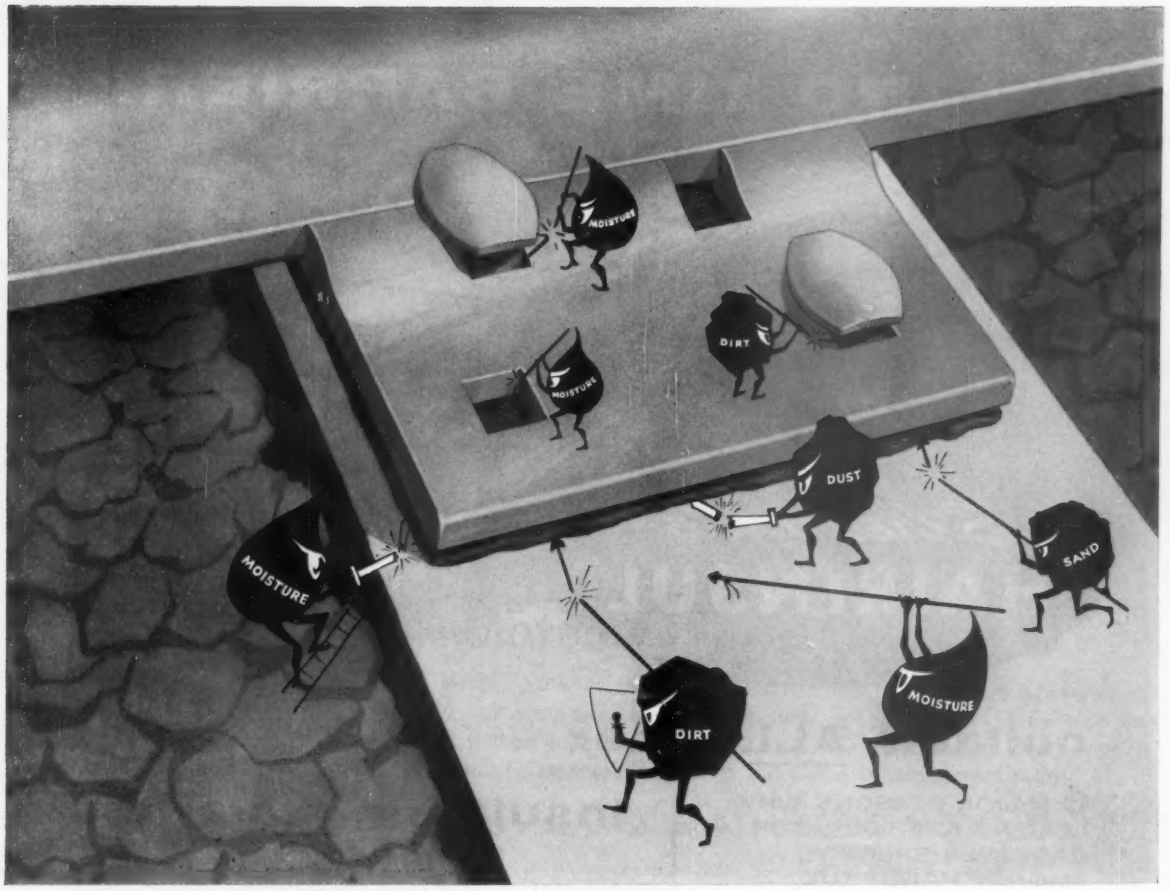
This manuscript sets up the specifications for thoroughly up-to-date railroading—which the country will have just as soon as it takes the handcuffs off the railroads and gives them a chance to earn a little money.

A book like this gets out-of-date fast, and I hope John will find time to revise it. One of these days, if given the chance, the railroads are likely to be trying to excel each other to become "super-railroads"—and, when that happens, the pattern they'll follow will probably be a good deal like the outline John Barriger has sketched.

WATER ECONOMICS—There was a feature story on inland waterways operator George C. Taylor in the March 16 New York Times—by ace reporter Bob Bedingfield.

Mr. Taylor is revealed as an alumnus of Princeton University, and as opposing user charges on inland waterways because these waterways confer benefits on the "entire country"—just as if railroads and highways didn't do the same.

Wherever Mr. Taylor picked up his logic and economics, it surely couldn't have been at his alma mater. In Kansas where I grew up, even in high school, they taught us to distinguish between the general welfare and political favors to special groups.



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2. **LIGHT WEIGHT.** Advanced processing methods reduce weight of Streamlite Hairinsul by 40%.
3. **PERMANENT.** Does not disintegrate when wet, resists absorption. Will not shake down, is fire-resistant and odorless.
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6. **HIGH SALVAGE VALUE.** The all-hair content does not deteriorate with age; therefore has high salvage value. No other type of insulation offers a comparable saving.

No matter how long the haul, no matter how hazardous the travel conditions, refrigerator cars protected by Streamlite HAIRINSUL deliver their perishables safely.

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MARKET OUTLOOK *at a glance*

Carloadings Slip 0.9% Below Previous Week's

Loadings of revenue freight in the week ended March 15 totaled 539,057 cars, the Association of American Railroads announced on March 20. This was a decrease of 5,116 cars, or 0.9%, compared with the previous week; a decrease of 150,169 cars, or 21.8%, compared with the corresponding week last year; and a decrease of 146,926 cars, or 21.4%, compared with the equivalent 1956 week.

Loadings of revenue freight for the week ended March 8 totaled 544,173 cars; the summary, compiled by the Car Service Division, AAR, follows:

REVENUE FREIGHT CAR LOADINGS
For the week ended Saturday, March 8

District	1958	1957	1956
Eastern	85,788	115,833	119,127
Allegheny	95,247	135,651	140,749
Pocahontas	48,866	62,763	60,041
Southern	110,515	120,453	133,003
Northwestern	57,645	75,412	72,470
Central Western	98,561	111,421	114,681
Southwestern	47,551	50,830	57,530
Total Western Districts	203,757	237,663	244,681
Total All Roads	544,173	672,363	697,601
Commodities:			
Grain and grain products	44,952	54,324	45,172
Livestock	4,447	5,736	6,877
Coal	110,926	131,448	128,663
Coke	6,095	13,233	13,334
Forest Products	34,827	39,426	45,150
Ore	14,803	23,433	22,334
Merchandise l.c.l.	47,716	58,026	63,392
Miscellaneous	280,407	346,737	372,679
March 8	544,173	672,363	697,601
March 1	553,645	703,983	710,976
February 22	492,389	626,630	687,018
February 15	533,237	675,966	698,319
February 8	532,289	665,251	684,328
Cumulative total, 10 weeks	5,370,372	6,557,146	6,872,004

IN CANADA. — Carloadings for the seven-day period ended March 7 totaled 65,871 cars, compared with 66,332 cars for the previous seven-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada:		
March 7, 1958	65,871	32,560
March 7, 1957	73,793	35,615
Cumulative Totals:		
March 7, 1958	617,233	277,314
March 7, 1957	669,936	304,704

New Equipment

PASSENGER-TRAIN CARS

► *Chicago Transit Authority.*—Authorized purchase of 100 rapid transit cars, to be converted from 100 "Green Hornet" streetcars at a net cost of $5,150,500. St. Louis Car Company will convert the units. Delivery will be within 364 days after signing of purchase contract. Fifty cars will be two-car units, semi-permanently coupled; 50 are to be double-end single car units. All cars will be equipped with 55-hp streetcar motors; 12 single-car units will have overhead trolleys. By using certain parts from the old streetcars, CTA estimates it can get the equipment for about $2,000,000 less than the cost of cars built from all new components (Railway Age, Dec. 16, 1957, p. 45).

Maintenance Expenditures

► *Up 2.0% in December.*—Expenditures by Class I roads for maintenance of equipment, way and structures in December 1957 were up about $5.3 million compared with same 1956 month, according to report of ICC Bureau of Transport Economics and Statistics summarized below:

	December 1957	December 1956	% Change
Maintenance of Way & Structures	$111,279,664	$106,036,424	+4.9
Maintenance of Equipment	154,901,891	154,871,367	...
Totals	266,181,555	260,907,791	+2.0

New Facilities

► *Canadian National.*—Installed two-way radio system for car inspectors at Mimico yard in Toronto, Ont. The six dual-channel walkie-talkies, carried by the inspectors, transmit on one frequency and receive on another. Working with these packsets is a base radio receiving station and a separate transmitting station. It works like this: the conversation of one car inspector is received by the fixed receiver base station on one frequency, and then rebroadcast to the other inspectors on a second frequency.

► *Chesapeake & Ohio.*—Ordered from Union Switch & Signal Division of Westinghouse Air Brake Co. a 5-ft style C control machine to be added to existing 5-ft Beaver Junction-Shelby Junction control machine at Ashland, Ky. The existing style C control machine now controls 29 miles of track between Beaver Junction and Shelby. New 5-ft addition will control movement of trains along an additional 15 miles of track from Shelby to Elkhorn City, Ky., bringing total mileage under CTC operation from Big Sandy Junction to Elkhorn City to 128.

► *Missouri Pacific.*—Ordered equipment from General Railway Signal Company for two classification yard installations in Kansas City, Mo. The installations will feature GRS Class-Matic, which includes automatic radar and analog computer type retarder control and automatic switching. Track fullness indicators also will be provided. (This corrected item is reprinted because of a printer's error on p. 71 of the Mar. 17 Railway Age.)

► *Western Pacific.*—Installed a Preco mechanical car-icing machine at Stockton, Calif., major WP icing station. The device, acquired at a cost of $40,000, will handle initial icing in 1½-min per car, re-icing in less than one minute. Valley Ice Company, which ices WP refrigerator cars, modified the Stockton ice dock to accept the new machine.

a RAILWAY AGE time-saver page

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The B & O in its long-term rebuilding program offers a good example of how to get the *most* out of existing rolling stock. Cars suitable for rebuilding get a complete going over. Back on line, they're ready for many years of *more efficient* service.

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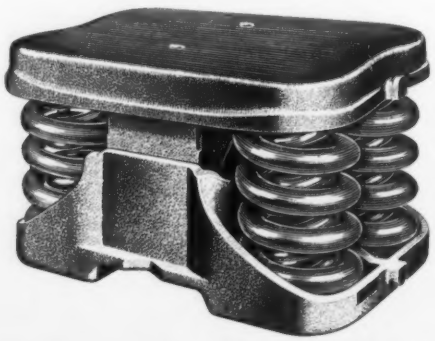

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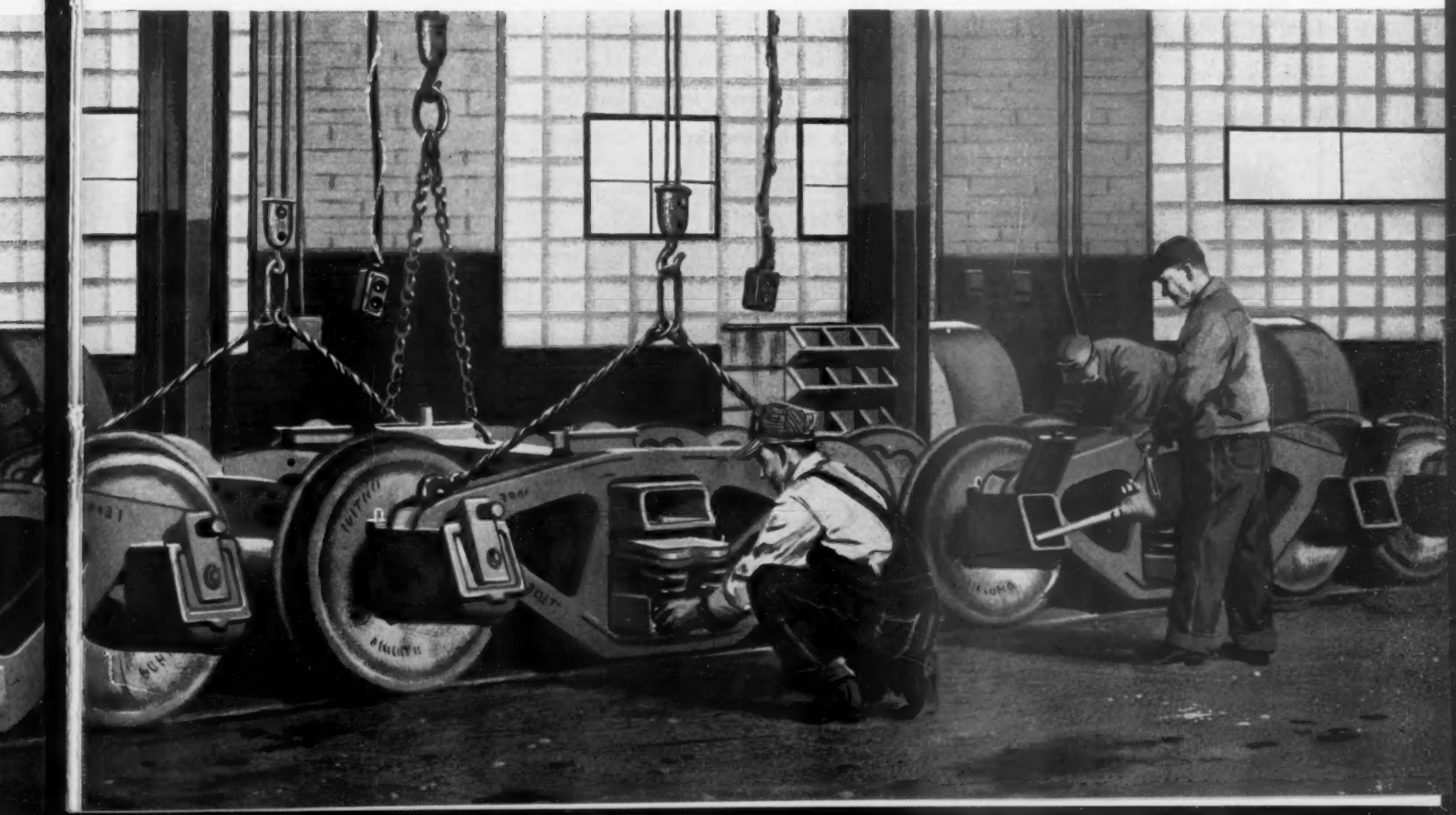


(Continued from page 12)
ama Canal Act which forbids railroads from entering the intercoastal steamship service as a protection against abuses, real or imagined, which might contribute to the demise of independent intercoastal operators. Be that as it may, we appreciate there is room for discussion and would want to give this matter further consideration if specific legislation is brought to a hearing."

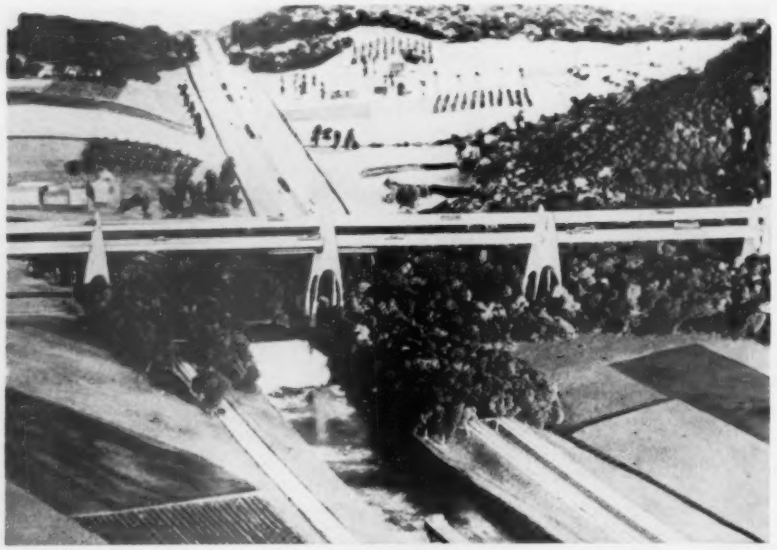
AWO's position on this proposal was stated by its counsel, Donald Macleay. "This so-called policy of 'diversification' of services," he said, "would be contrary to the public interest, since it would eliminate the only real competition now remaining in transportation—the inter-mode competition for which no amount of regulation can be an effective substitute."

Patrick Calhoun, Jr., chairman of the board, American Commercial Barge Line Company, registered IWCCA's opposition. He said: "The temptation of the operator of an integrated service . . . to blur the inherent advantage of the various modes would be irresistible. Manipulation of the rates and quality of service would be inevitable, leaving the shipper no choice. No independent operator could long compete with an integrated service. . . . An integrated service would quickly degenerate into monopoly."

IWCCA's presentation also included a general statement by G. C. Taylor, president, Mississippi Valley Barge Line Company, and testimony in opposition to the railroads' rate-freedom program by C. E. Childe, transportation consultant.

GM Combines Monorail with Superhighways

General Motors will unveil its "transportation core in the sky" concept with a working-model display at the Brussels Universal and International Exhibition beginning April 17. The concept involves a three-level right-of-way. The top two levels are three-lane, electronically controlled highways, one carrying vehicle traffic in each direction. A two-way monorail commuter train system is suspended from the lower highway level. The entire transportation core is set between pairs of pillars which vary in height with the terrain to keep the core straight and level. GM sees such a system as particularly valuable in urban areas where dense population makes it difficult to free surface land for construction of transportation facilities. The photos show the before and after of transportation core construction. At the upper left is typical Belgian countryside as modeled in GM's diorama. Upper right picture shows the same scene with the tri-level core in service. Lower photo, a closeup, shows monorail system underneath the highway levels.



Delay by Congress Can Be Costly, Says Loomis

If Congress fails to act now on railroad relief legislation, "far more drastic" measures will be necessary in the future, says AAR President Daniel P. Loomis.

"I cannot envision a time," Mr. Loomis told the New York Society of Security Analysts, "when there will not be railroads in the transportation future. Nor can I envision a time when railroads will no longer be the primary source of transportation upon which all others and the national economy and security depend.

"But," he added, "unless [present conditions] are soon corrected, I can envision the time—and it is not too far distant—when measures far more drastic than the ones now proposed will be required. I think the Congress is serious in its present investigation and I am hopeful of the results."

Common Carriers Have Common Problem—Walrath

ICC Commissioner Laurence K. Walrath has called on all common carriers to recognize that they have mutual interests—and a mutual problem.

"The essential to survival of our great system of railroads," says Mr. Walrath, "is not for them to recapture traffic lost to common carriers by highway and water, but for all three of the great public carrier systems to reclaim the tonnage now being diverted from them.

"Until that trend can be halted and reversed, through improvement of service and reduction of costs, a change in the law—even abolishing the ICC—will not solve the problem," the commissioner told the Triple Cities Traffic Club in Binghamton, N.Y.

He said a cooperative approach to transportation problems is more effective than propaganda. Common carriers, he added, are beginning to recognize they have a mutual problem. He cited as evidence their agreement on the need for repeal of the federal excise tax on transportation, a tightening of agricultural exemptions, and the curbing of "buy and sell" practices.

Truck-Weight Fines Not Deductible for Tax Purposes

The United States Supreme Court has ruled that fines paid by truckers for violations of state maximum-weight laws are not deductible as ordinary and necessary

business expenses under the federal income-tax laws.

The court's ruling was embodied in two unanimous decisions, both announced by Justice Clark. They dealt with fines paid by Tank Truck Rentals, Inc., principally for violations of the Pennsylvania law, and by Hoover Motor Express Co., Inc., in Tennessee and Kentucky. In the Tank Truck decision, the court said:

"Petitioners' failure to comply with the state laws obviously was based on a balancing of the cost of compliance against the cost of detection. Such a course cannot be sanctioned, for judicial deference to state action requires, whenever possible, that a state not be thwarted in its policy. We will not presume that Congress, in allowing deductions for income-tax purposes, intended to encourage a business enterprise to violate the declared policy of a state. To allow the deduction sought . . . could only tend to destroy the effectiveness of the state's maximum weight laws."

Rate Study Put On 'Crash' Basis

The Eastern Railroad Presidents Conference has put its commodity-by-commodity rate study on a "crash" basis.

So David I. Mackie, ERPC chairman, told the New England Shippers Advisory Board in Hartford, Conn.

The rate study, he said, "looks toward the development of a new rate structure based in substantial measure on cost of service, not solely on value of service." Mr. Mackie pointed out that western railroads have instituted a similar rate research program.

But the success of railroad efforts "to develop rates that will produce traffic and profits" depends upon bringing public transportation policies in tune with the times, he added.

"If we are denied the right to put into effect lower rates . . .," said Mr. Mackie, "then the rate research project upon which we have embarked will come to naught."

Aluminum Roofs Expected to Cut Maintenance Costs

Thirty aluminum-roofed cabooses, like the one shown above, have been placed in service by the Great Northern. The roofs—fabricated from Alcoa aluminum sheet by the Standard Railway Equipment Company—were installed by the GN at its St. Cloud, Minn., shops. The unpainted roofs should cut maintenance costs because of aluminum's resistance to corrosion.

Hughes Backs RR Diversification

R. O. Hughes, president of the Order of Railway Conductors & Brakemen, last week threw his support behind railroad diversification efforts.

He became the second railway labor leader to champion the cause of integrated transportation prior to labor's appearance before the Smathers Senate Subcommittee. Guy L. Brown, head of the Locomotive Engineers, has also taken a stand for diversification (Railway Age, Mar. 17, p. 10).

Mr. Hughes took note of management pleas for legislation removing restrictions on railroad use of other modes of transportation.

Railroad employees, he said, "have been fearful of efforts by management to use these other facilities, yet year after year we see the business leave the rails. It goes to the trucks and the airplanes and the barges operated by those who have no interest in railroads or in the welfare of railroad men.

"I think the time has come," he declared, "when railroads should be given the full right to use these other forms of transportation under conditions no more restrictive than those applied to others."

Loss of business to other transportation media, Mr. Hughes pointed out, has been a basic reason for the present railroad crisis. He added:

"Most of these competitors enjoy subsidies of one kind or another at various levels of government, to which the railroads themselves must contribute. Yet the railroads are faced with special restrictions in any effort to use these same facilities.

"Given the right to diversify they [the railroads] should be able to better compete by selling a more complete, more efficient service.

"While railroads are certainly the backbone of our transportation system we must concede that there is a proper place for the other carriers. Because of the inherent economy of railroads and the tremendous investment in them, they will always maintain a commanding position.

"With a diversified service under single management, they may be able to get a larger share of the business. We're losing the business anyway. Diversification might help us get it back."

Two for TV—and Some Second Thoughts

Westchester County commuters protested when the New York Public Service Commission authorized the New York Central to discontinue its Putnam Division passenger service.

A New York television station sent a camera crew for a ride on a Putnam Division train to get mass public reaction of riders to the discontinuance order. When the train pulled out, the TV crew could find only two passengers—one in each car. The five men in the train crew didn't count.

Later, Westchester County had second thoughts on the subject, decided it may have been too harsh with the railroads in the past. The Westchester Board of Supervisors hinted it would consider tax concessions to the Central on the $1,324,000 a year it pays in Westchester, and to the New Haven on the $559,000 it pays.

Encouraged, NYC officers were meeting last week with Westchester County officials to discuss the situation.

People in the News

BOSTON & MAINE.—Herman L. Nelson appointed manager of stations and subsidiary companies, Boston.

BUTTE, ANACONDA & PACIFIC.—Allyn A. Holland, system trainmaster, named superintendent of transportation, Anaconda, Mont. **Leo V. Kelly** appointed assistant to general manager, in addition to his duties as assistant secretary.

Oscar R. Sandstrom named mechanical and electrical superintendent, Anaconda.

CHESAPEAKE & OHIO.—Thomas P. Hackney, Jr., shop engineer, Richmond, Va., appointed mechanical engineer there. **E. F. Stark, Jr.,** succeeds Mr. Hackney as shop engineer. **E. R. Hauer,** general mechanical engineer, Richmond, retired January 31.

CHICAGO NORTH SHORE & MILWAUKEE.—C. E. Dingler appointed general agent, Pittsburgh, Pa.

Colonel Dwight L. Smith, vice-president and general manager, Highwood, Ill., resigned. **Harold G. Mason,** superintendent of way, structures and power, Highwood, elected executive vice-president.

GULF, COLORADO & SANTA FE.—S. H. Rawls, transportation inspector, Galveston, Tex., appointed supervisor, loss and damage prevention there, to replace **L. C. Overland,** assigned to other duties.

MINNEAPOLIS & ST. LOUIS.—Dwight L. McCaughan, assistant freight traffic manager, Chicago, promoted to freight traffic manager there. **Edward G. Gustafson,** resident vice-president—traffic, Chicago, retired December 31, 1957.

NEW HAVEN.—Paul J. Connery, comptroller, elected vice-president and comptroller and **John J. Gaherin,** director of labor relations and personnel, elected vice-president—labor relations and personnel, both at New Haven.

Operating supervision of the New Haven has been realined by changing the previous staff-type organization to a line organization. Effect of the new lineup is to place more direct authority and control of expenses with the superintendents. Positions of general manager and general superintendent abolished. Following have retired: **Roscoe P. Noyes,** general manager; **Stephen P. McDonough,** superintendent, Boston division; **Kenneth R. Faulkner,** assistant superintendent, Boston division; and **J. W. Murray,** Boston division trainmaster. **P. O'Neil,** trainmaster, Boston, who until recently was assistant to chief of operations, succeeds Mr. McDonough. **William Scheibler,** general superintendent, becomes terminal superintendent, Grand Central Terminal, New York. **Albin W. Olsson,** assistant to chief of operatons, succeeds Mr. Young. **Keal T. Kelly,** assistant to general superintendent of transportation, appointed superintendent of transportation. **John M. Cassidy,** trainmaster at New Haven-Cedar Hill, appointed assistant superintendent, New Haven division. **Norman Varden,** assistant trainmaster, Worcester, Mass., promoted to trainmaster there. **John G. Beefus,** assistant trainmaster, Cedar Hill, named trainmaster there. **Richard N. Lindgren,** trainmaster, Providence, R.I., appointed assistant superintendent, Boston division. **Leo B. Gallagher** named trainmaster, Grand Central Terminal, New York. **Richard B. Cummings,** trainmaster, Bridgeport, Conn., transferred to New Haven. **Craig D. Kelly** succeeds Mr. Cummings. **H. Frank Hopkins,** assistant trainmaster, Grand Central Terminal, promoted to trainmaster, Waterbury, Conn. **John J. O'Connell,** assistant trainmaster, New Rochelle, N.Y., named trainmaster, Harlem River, N.Y. **Cornelius R. Murphy,** yardmaster, Hartford, appointed trainmaster, Boston. **William H. Cushman,** road foreman of engines, Boston division, named trainmaster, Braintree, Mass. **Joseph W. Ryan,** passenger conductor, Boston division, appointed trainmaster, Readville, Mass. **Richard J. Duggan, Jr.,** assistant trainmaster, New Haven, transferred to Providence. **Joseph F. Gehring,** assistant trainmaster, New Haven, transferred to New Rochelle. **Joseph P. Daly,** assistant trainmaster, Hartford, Conn., transferred to New Haven. **Keith P. Young,** terminal superintendent, Harlem River, New York, named superintendent, New Haven division.

Jeremiah J. O'Neill, vice-president, planning and control, at New Haven, retired March 14, because of ill health.

Title of **Charles C. Shannon** changed from vice-president—operations to vice-president and general manager. **Richard J. Duggan** appointed assistant general manager.

Henry G. Carey appointed supervisor of systems and procedures, New Haven.

WABASH.—Thomas M. O'Shea, formerly assistant prosecuting attorney of the city of St. Louis, appointed attorney, Wabash.

OBITUARY

Charles E. McCarty, 71, who retired in 1956 as manager of **Potomac Yards,** died March 13 after a heart attack at his home in Alexandria, Va.

John E. Simpson, 58, superintendent, **Central Vermont,** St. Albans, died March 7 in that city.

Colin Wilson Wright, 71, retired vice-president and general counsel, **Minneapolis & St. Louis,** died February 10 at his home in Clearwater, Fla.

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Erman-Howell Division, Luria Steel & Trading Corporation 49
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Hertz Rent-A-Car System 6
Linde Company, Division of Union Carbide Corporation 39
Magnus Metal Corporation 34-35
Motorola Communications & Electronics, Inc. 17
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Safety Industries, Inc. 11
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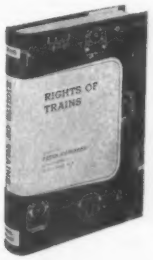

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How to open the TRAP

WHAT MANAGEMENT CAN DO

► *Frankly recognize* that it takes two to make a bargain—hence, that managements which conceded onerous working rules have as much a hand in them as the unions. (Actually, neither present-generation management nor unions fathered "make-work" rules—they were inherited.)

► *Act on any offer* of union leaders to confer on amending obsolete rules.

► *Suggest a joint* union-management committee to devote several months to intensive full-time study of the working rules problem—as a factor in restoring growth to the railroad business. Consider conceding that savings from improved rules be used to reduce rates and improve service on competitive traffic. (Resulting traffic growth would help solve the unionists' problem of job security and management's problem of adequate earnings.)

► *Inform employees* frankly of all "marginal" trains, services, stations, before actual abandonment —pointing out the wage and working conditions that would be needed to put these marginal operations "in the black."

► *Be patient but persistent.* Rules built up over a century can't be changed overnight, but now's the time to begin.

► *Be firm,* but keep the discussion good tempered. If unionists are given the same information on policy problems that you have, probably they'll often answer these troublesome questions the same way you do.

WHAT UNIONS CAN DO

► *Note the disastrous* effects on railway jobs of the wage increase of last November 1—consider suspending further scheduled rises until railroad traffic and earnings are restored.

► *Meet management half-way* in an intensive effort to find out the economic connection between "make-work" rules and the decline in railroad traffic and jobs. Note that your competitors—e.g., on the highways and waterways—do not impair the competitive strength of their industries by "make-work" and pay-for-little-work as railway unions often do.

► *Benefit from the experiences* of unions in the prosperous industries with growing employment. Note how free practically all such industries are from rules which restrict production per employee.

► *Don't overlook* the fact that some crafts on the railroads have few or no "make-work" restrictions—and that costly rules for some crafts depress the job opportunities in all crafts. Anything which makes railroad service unnecessarily expensive deprives the industry of money to keep its service up-to-date and priced to attract traffic.

► *Remember that railroad* managers are also employees just as you are. Their long-run goals for the industry—rising traffic, hence rising employment —are fully compatible with yours. The reason managers frequently don't agree with you, maybe, is that they have information you don't have. Ask them to share this information with you. They will.

WHAT GOVERNMENT CAN DO

► *Bear in mind* that the railroads are impaled on a 3-pronged pitchfork—(1) an unequal burden of regulation and taxes (compared to their competition); (2) inability to withdraw a lot of "red-ink" service, and (3) obsolete working rules. Only government can pull out the first two prongs, and it could help withdraw the third one too.

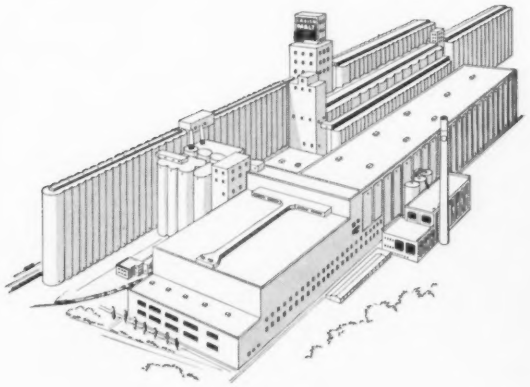
► *Scrutinize the Railway Labor Act* for provisions that are having a harmful economic effect on the industry and its employment. (For example, look hard at the way referees are appointed for the National Adjustment Board—and the costliness of many referee decisions.)

► *Take a careful look at the laws governing working conditions on the railroads, compared with those for other branches of transportation, to determine whether or not—here too—the railroads are being over-regulated,* to the detriment of their traffic and employment. (Such an investigation should consider the welfare of the general public, as well as the long-run welfare of transportation employees.)

► *Look critically at railroad* "social security" costs—and take corrective action where found to be unduly out of line with "social security" expenses of other U.S. industries.

► *Declare a moratorium* "for the duration" on any added legislation which will cause an increase in railroad expenses. Remember that railroads—and job opportunities for railroad employees—are in a period of crisis.

Why Ladish Malting Co. Requests Malt Cars Relined With ADM Freight Liner 810



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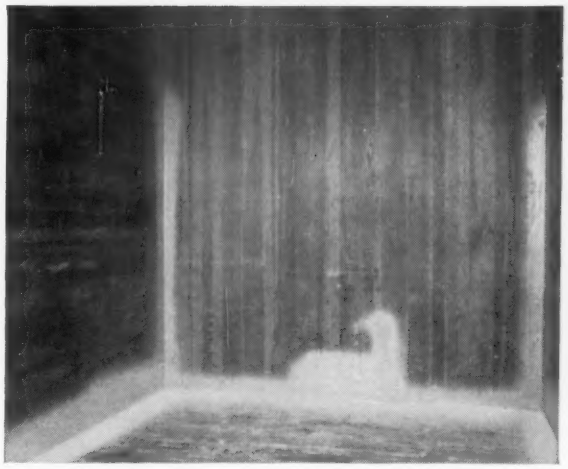

▲ Corners are easy to repair with Freight Liner 810. It dries in minutes to provide quick, economical repairs. Any crew can be trained to do the job with brief instruction.

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